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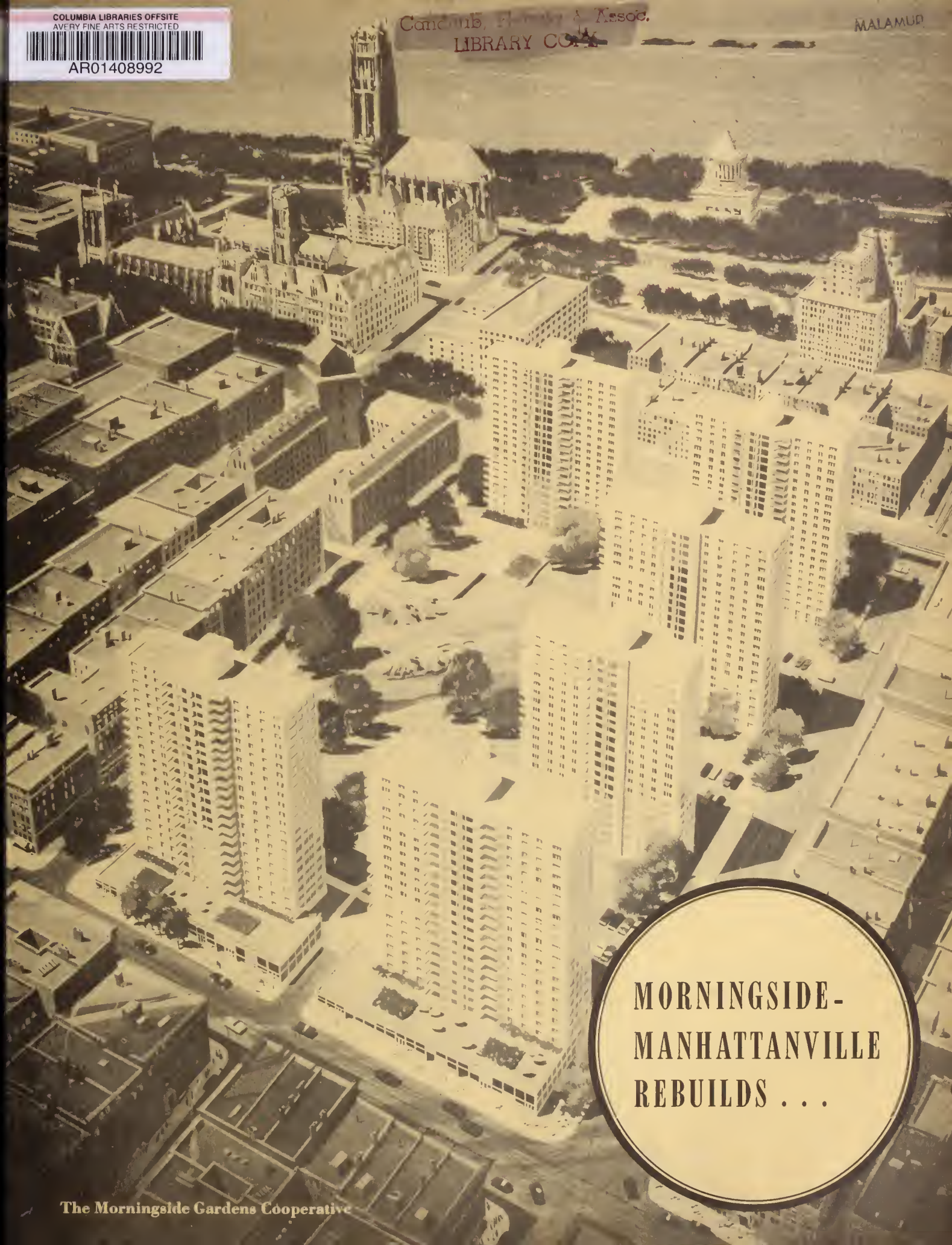

MORNINGSIDE-MANHATTANVILLE REBUILDS . . .

The Morningside Gardens Cooperative

Avery Architectural and Fine Arts Library
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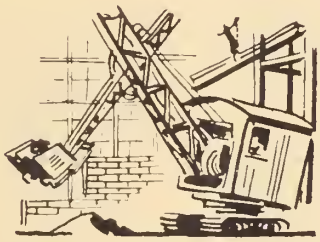
MORNINGSIDE-MANHATTANVILLE REBUILDS . . .

A Chronological Account of Redevelopment
in the Morningside-Manhattanville Area

with Special Reference to the Development of Morningside Gardens



By Elizabeth R. Hepner
Research Director

MORNINGSIDE HEIGHTS, INC., 90 Morningside Drive, New York 27, New York

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Barnard College

Cathedral of St. John the Divine

Columbia University

Corpus Christi Church

Home for Old Men and Aged Couples

International House

Jewish Theological Seminary

Juilliard School of Music

St. Luke's Home for Aged Women

St. Luke's Hospital

Teachers College

The Riverside Church

Union Theological Seminary

Woman's Hospital Division,
St. Luke's Hospital

MORNINGSIDE HEIGHTS, INC.

"A long-range, imaginative and bold plan for community development should be organized. The community should be the spiritual, cultural and intellectual center of the world."

Wilbur C. Munnecke

The member institutions in July 1947 established and subscribed to the operating budget of a non-profit corporation, setting forth these purposes:

To foster, plan, develop and promote the improvement, redevelopment and advancement of the Morningside Heights district of the Borough of Manhattan, City and State of New York, as an attractive residential, and educational and cultural area.

To collect, study and disseminate information, research and data affecting the improvement, redevelopment and advancement of this district.

To appear before official bodies to accomplish these purposes.

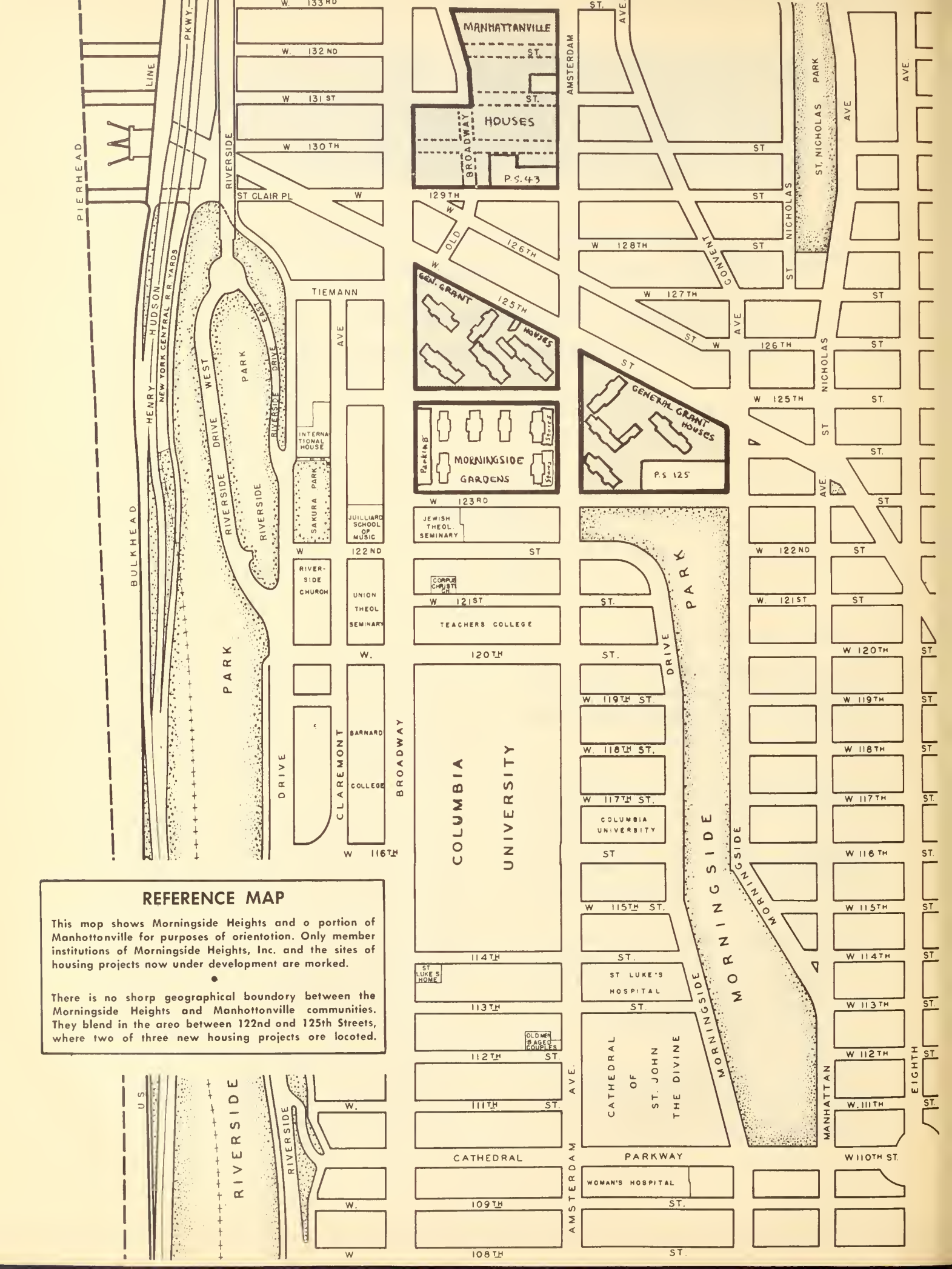
To increase cooperation between real estate and mortgage owners and holders for improvement of the district.

To acquire property, provided it is necessary for these purposes.

To further or cause activities which will in any manner further the intent and purpose of the corporation.

The responsibility of meeting these aims is vested by the member institutions in a board of 29 directors representative of all of them. This board of distinguished leaders from the several institutions can include members-at-large and through its standing or special committees it advises and directs the operations of the executive staff.

This federation of effort and talent given by institutions which lead the nation and the world stands as a vital symbol of the needs and nature of the Morningside Heights community.



REFERENCE MAP

This mop shows Morningside Heights and o portion of Manhottonville for purposes of orientotion. Only member institutions of Morningside Heights, Inc. and the sites of housing projects now under development are morked.

•

There is no shorp geographical boundory between the Morningside Heights and Manhottonville communities. They blend in the areo between 122nd ond 125th Streets, where two of three new housing projects ore locoted.

MORNINGSIDE-MANHATTANVILLE REBUILDS

A Chronological Account of Redevelopment in the Morningside-Manhattanville Area with Special Reference to the Development of Morningside Gardens

By

Elizabeth R. Hepner

Research Director

One of the principal goals of Morningside Heights, Inc., and certainly the most concrete, has been the wholesale reconstruction of the area extending northward from 123rd Street as far as the vicinity of City College. The element of this urban redevelopment for which the institutions comprising Morningside Heights, Inc. have accepted heaviest responsibility is the ten-acre middle-income cooperative housing project known as Morningside Gardens. Now that the entire redevelopment, including the Gardens project, is assured of realization, it seems appropriate and, we hope, useful to record the steps leading up to this achievement.

No attempt has been made at analysis or interpretation. The problem of deterioration in our great cities is nation-wide, but we fully realize that no two communities have exactly the same problems or identical resources for dealing with them. Even in this community, and others similarly situated, further redevelopment might be quite a different matter, due to experience already acquired, new legislation and changing economic and social conditions. Nevertheless, for the record, and for whatever illumination the experiences of one community may provide, redevelopment in Morningside-Manhattanville is herein recounted step by step.

To do so, one must turn back to the beginnings of Morningside Heights, Inc. in 1947, though the specific steps in the evolution of the undertaking became more numerous in recent years. Also, as is natural in the circumstances, any account of the redevelopment issued by Morningside Heights, Inc. will dwell more fully on the development of the cooperative project sponsored by its members than on the related public housing projects -- important as they are in the entire movement for rehabilitating and stabilizing this crucial area of Manhattan and of the Greater City.

During its first year, 1947-48, Morningside Heights, Inc. devoted itself largely to a statistical inventory and graphic presentation of conditions existing in the Morningside Heights area. Maps were prepared to show uses of land, population density, and other basic background information. An extensive door-to-door survey revealed the population pattern of the community and the need for additional school facilities. Simultaneously with gathering essential information, the staff began enlisting in its campaign for improvement the com-

munity organizations and individuals sympathetic to its goals.

Deterioration of the Community. In discussing these activities in a memorandum to the Morningside Heights Executive Committee dated June 15th, 1948, Lawrence M. Orton, Executive Director, said they were "mere beginnings" compared with the aspirations which induced the participating institutions to form the organization. The potentials and objectives as outlined by Mr. Orton were to include:

"1. Planning for rebuilding the community or parts of it;

"2. Promotion and actual construction of various elements of such a plan; and

"3. Maintenance and operation of units whether of a new plan or of the existing community."

In response to this statement of objectives, the Executive Committee on June 23rd, agreed that the requirements of the "future" community, including housing and other redevelopment proposals, should be analyzed and the findings recorded.

A few months later, Mr. Orton warned the Executive Committee of the serious and rapidly growing deterioration of the area. High density combined with high land coverage, obsolete design, and poor maintenance were debilitating the buildings in Morningside Heights; occupancy standards were deteriorating and on the borders of the area minority groups were subject to discriminatory practices. All these circumstances contributed to the successive breakdown of properties both on the borders and in the center.

At its next meeting, on October 18th, 1948, the Executive Committee concluded that "nothing short of substantial rebuilding along the northern and southern borders of Morningside Heights would assure the maintenance of a community in keeping with the interests of the local institutions." Such a program, the Committee said, might include public and private housing projects which would supply much needed quarters for faculty members, staff employees, and graduate students of moderate income.

When the entire Board of Directors met in November, Mr. Orton explained that "high building costs and the shortage of housing," making difficult the relocation of present occupants, prevented taking direct action toward large scale reconstruction just then. He declared, however, that the staff would explore the situation and keep alert for changes so that preliminary plans could be ready when conditions turned in favor of redevelopment.

Public Housing Project. In January, 1949, David Rockefeller, President of Morningside Heights, Inc., discussed with Robert Moses, City Construction Coordinator, the possibility of a public housing project for the northern end of Morningside Heights. Mr. Moses indicated interest provided that the project would be built on "honest to goodness slum land." Mr. Orton then explored the possibility with General Farrell, Chairman of the New York City Housing Authority, using maps showing areas ripe for redevelopment. One map delineated six blocks in the immediate vicinity of P.S. 125 (West 123rd Street) with assessed values averaging $7.00 to $10.00 per square foot. Another map emphasized blocks near P.S. 165 (West 109th Street) with somewhat higher values. Mr. Orton wrote General Farrell that the member institutions of Morningside Heights, Inc. had shown some interest in building residential quarters for their personnel and that there might be an opportunity to dovetail private with public housing projects to mutual advantage. Upon receipt of a copy of this letter to General Farrell, Mr. Moses replied that the northern site had "distinct possibilities," and promised to discuss it with the General.

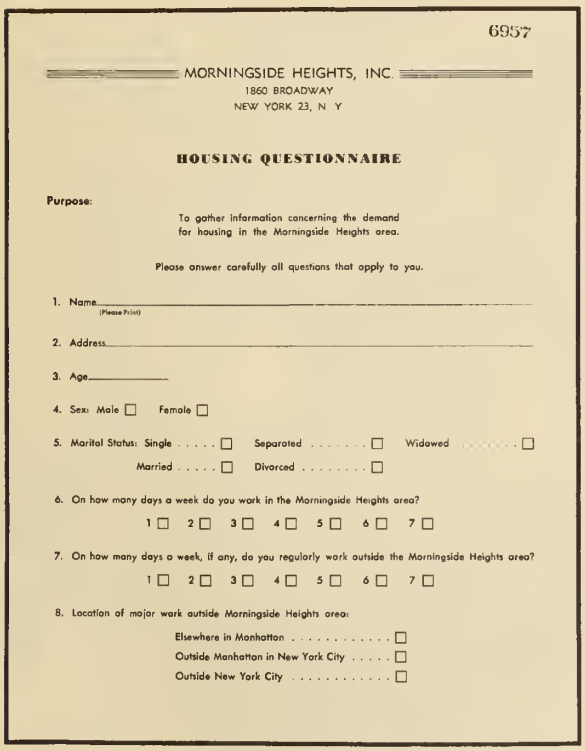
At an Executive Committee meeting on March 7th, 1949, Mr. Orton reported that the Housing Authority had given informal assurances that two "substantial superblocks in Morningside-Manhattanville were being included in its program under anticipated Federal Legislation." This legislation was expected to renew and possibly expand the public housing program.

Institutional Housing Survey. Meanwhile a survey of institutional personnel was undertaken to ascertain their desires and needs for housing in Morningside Heights. Each institution was asked certain general questions about its staff -- the number of professional and maintenance people, students, and salary ranges. The answers helped in formulating the questionnaire for the survey. Separate questionnaires were sent to persons living inside and outside Morningside Heights. The answers were analyzed by location of residence as well as by job classification (maintenance or professional, including all white collar workers).

The questionnaire included items on age, sex and marital status, physical description of living quarters, monthly rent, length of time in the community, employment status and information about the size of families. The final question asked the seriousness of each respondent's housing problem.

A second, more detailed, questionnaire was devised to be sent to those who indicated a serious housing problem. This one contained questions on the type of quarters preferred, present income, ability to pay higher rent, plus generalized inquiries about the kind of housing and neighborhood lived in and preferred.

The first questionnaire was mailed in June, 1949, to the 6,400 employees of the member institutions. There were 2,661 responses. A series of personal interviews was conducted among those who failed to reply, and on the basis of such representative sampling it was concluded that there was no significant difference in the answers between respondents and non-respondents. The percentages derived from the responses were, therefore, applied to the entire group of 6,400.



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MORNINGSIDE HEIGHTS, INC.
1860 BROADWAY
NEW YORK 23, N. Y

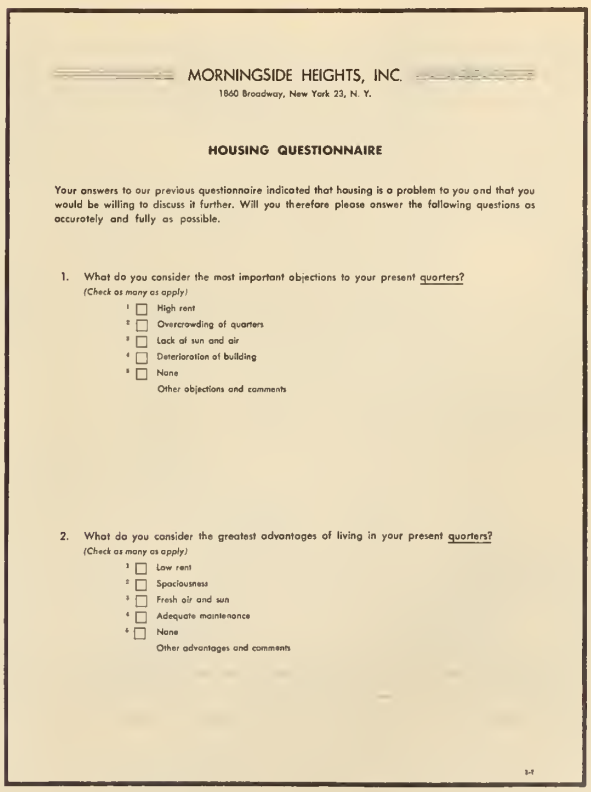
HOUSING QUESTIONNAIRE

Purpose:

To gather information concerning the demand for housing in the Morningside Heights area.

Please answer carefully all questions that apply to you.

1. Name _____ (Please Print)
2. Address _____
3. Age _____
4. Sex: Male ☐ Female ☐
5. Marital Status: Single ☐ Separated ☐ Widowed ☐ Married ☐ Divorced ☐
6. On how many days a week do you work in the Morningside Heights area?
   1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
7. On how many days a week, if any, do you regularly work outside the Morningside Heights area?
   1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐
8. Location of major work outside Morningside Heights area:
   Elsewhere in Manhattan ☐
   Outside Manhattan in New York City ☐
   Outside New York City ☐



MORNINGSIDE HEIGHTS, INC.
1860 Broadway, New York 23, N. Y.

HOUSING QUESTIONNAIRE

Your answers to our previous questionnaire indicated that housing is a problem to you and that you would be willing to discuss it further. Will you therefore please answer the following questions as accurately and fully as possible.

1. What do you consider the most important objections to your present quarters?
   (Check as many as apply)
   1 ☐ High rent
   2 ☐ Overcrowding of quarters
   3 ☐ Lack of sun and air
   4 ☐ Deterioration of building
   5 ☐ None
   Other objections and comments

2. What do you consider the greatest advantages of living in your present quarters?
   (Check as many as apply)
   1 ☐ Low rent
   2 ☐ Spaciousness
   3 ☐ Fresh air and sun
   4 ☐ Adequate maintenance
   5 ☐ None
   Other advantages and comments

Institutional Housing Questionnaire, Stages I and II.

About 45.5% had a housing problem. These were sent questionnaire Number Two. A few important findings are summarized below:

1. Of the 6,417 to whom the first questionnaire was sent, two-thirds (4,052) were professionals and one-third (2,365) maintenance workers.

2. Nearly three-fourths (4,722) of the total lived outside Morningside Heights. A larger proportion of the professionals than the maintenance workers lived in the area (30% and 20% respectively).

3. Of the professionals, 70% paid more than $50 per month for rent, whereas only 20% of the maintenance workers paid more than $50.

4. Of professionals with an acute housing problem, one-half lived in Morningside Heights. Only 1% of these expressed an outright desire to leave the Heights. The remainder wished to remain, or would have liked to do so, if housing and community conditions were reasonably satisfactory.

5. Among the professionals, more than half had incomes which ranged between $2,000 and $5,000. Many of them were willing to pay some additional rent at the time of the survey for good accommodations.

These highlights, as well as other replies, indicated that professional employees of the institutions provided a substantial core of demand for improved housing in an improved community. They would be likely to respond eagerly to any better accommodations which could be offered at a reasonable cost.

As the survey of housing needs was in process, consideration of the public housing project reached a stage permitting the Board of Directors to be informed on May 19th, 1949, that "a large public housing project for Morningside-Manhattanville had been added to the Housing Authority's (future) program."

Housing Act of 1949. That summer, the Morningside Heights, Inc. over-all program got a real boost in the passage of the Federal Housing Act of 1949. Its public housing provisions authorized financial assistance for the construction and operation of 810,000 additional low-rent dwellings in a six-year period. Title I of the Act instituted a comprehensive attack by local communities upon slums and blighted areas. It permitted the Federal Government to make loans to municipalities for acquiring, clearing and preparing land, and to assume up to two-thirds of the net cost. When the bill was before Congress, Mr. Rockefeller in a letter authorized by the Board to be addressed to the community's representatives in both houses of Congress urged its passage because "it embodies the best program yet put forward for alleviating the critical housing shortage which has cast a blight on our national well being."

Remedco. Locally, another action helped promote the prospects for redevelopment in Morningside Heights. Morningside Heights, Inc. organized Remedco, a corporation comprised of most of its member institutions, for direct real estate operations. It was hoped by this means to improve living conditions in the community and secure a satisfactory return on investment funds.

Meanwhile, municipal action gave the possibility of large scale redevelopment in Morningside Heights additional impetus:

1. The Housing Authority defined its earlier assurance of a federally-aided project now described as "Morningside area, 1,650 dwelling units, cost $19,200,000";

2. The New York City Planning Commission included a substantial portion of the Morningside area in its Master Plan of Areas for Clearance, Redevelopment and Low-Rent Housing, and listed the Morningside project in its 1951-55 Capital Program. A portion of the adjoining Manhattanville community had already been so designated.

At its November 29th, 1949, meeting, the Board of Directors of Morningside Heights, Inc. passed a resolution endorsing "the selection of the Morningside area for redevelopment" and offered its "fullest cooperation to the responsible public officials in making the proposed public housing project an outstanding success as the principal element in the plan for improvement of the community."

The Redevelopment Area. It soon became apparent that it would be necessary to recast the scope of the Morningside Heights, Inc. surveys and plans to take advantage of Title I of the 1949 Housing Act. Although the original activities of the organization were concentrated from 108th to 125th Streets from Morningside Park to the Hudson River, it became clear that, in the long run, lasting improvement of the area could be accomplished only as part of a plan for upgrading a larger area. Arguments in support of this expansion included:

1. the scheduling of a public housing project for the area;

2. the emphasis on community-wide development in the 1949 Housing Act;

3. policies of the Public Housing Authority making housing and redevelopment aid dependent on plans for integrated residential neighborhoods and community development;

4. the selection of Morningside-Manhattanville by the Mayor's Committee on Slum Clearance Plans for improvement by private capital;

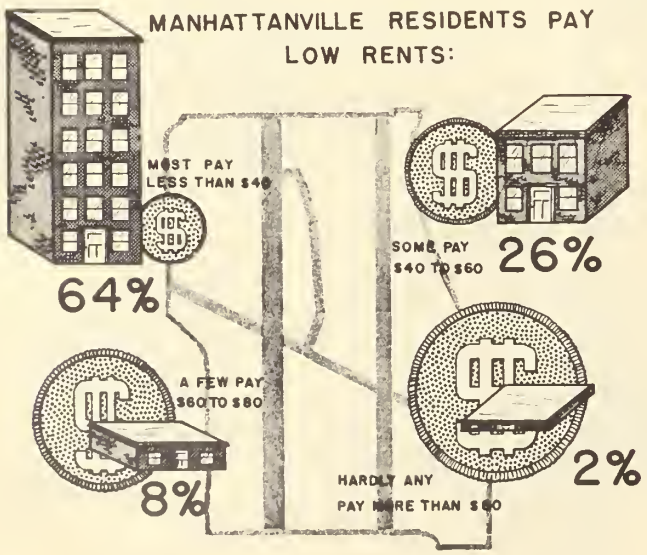
The Community Advisory Committee explored all phases of redevelopment with vital interest.

5. the formation of a special committee on redevelopment by the Manhattanville Neighborhood Center (renamed Manhattanville Community Centers, Inc. since October 28th 1954) located on West 126th Street, and

6. the previously mentioned designation by the City Planning Commission.

The Executive Committee, therefore, on December 19th, 1949, resolved that the staff of Morningside Heights, Inc. be authorized to include the Manhattanville area (122nd to 135th Streets from Convent Avenue to the Hudson River) within the scope of its studies in the formulation of a redevelopment plan for the entire Morningside-Manhattanville community.

Morningside-Manhattanville Redevelopment Survey. In anticipation of this enlarged scope, talks were held with foundations to ascertain whether funds might be available for a careful study of the larger area. A special grant was obtained from the Rockefeller Brothers Fund to make the Morningside-Manhattanville area a demonstration project under Title I of the Housing Act of 1949. With this grant, Mr. Orton told the Executive Committee on March 28th, 1950, that the staff would undertake to document the need and desirable forms of redevelopment for the area between 122nd and 135th Streets and to develop plans for a pilot project which might be useful to other communities seeking to qualify under Title I. Data not available from secondary sources were to be compiled through a survey of residents to determine their housing needs and desires. The Manhattanville Neighborhood Center was to cooperate in all phases of the work, especially in interpreting both the survey and total redevelopment to the community, while Morningside Heights, Inc. was to concentrate on the more technical aspects of the survey.



A field office with a full-time Field Director, under the supervision of the Research Director of Morningside Heights, Inc. was opened in the Manhattanville Neighborhood Center. For three months prior to the survey of housing needs, the survey staff worked on a community orientation program, as well as on detailed preparation of technical forms, etc. To assure professional competence in technical aspects, the Bureau of Applied Social Research of Columbia University was employed as consultant on questionnaire construction, sample design, interviewer training and processing of data. An advisory committee from the appropriate departments of Columbia University, Teachers College and City College gave its counsel.

Community Advisory Committee. Since no general citizens' organization or community council existed in the area in 1950, the first step toward community involvement was to make an inventory of such organizations as existed, and weld them together into a pro-tem council to support and advise on the redevelopment program. With a nucleus of 31 organizations and individual leaders, the Community Advisory Committee for Morningside-Manhattanville Redevelopment was born and functioned energetically through the formative stages of redevelopment under the chairmanship of Father George B. Ford, pastor of Corpus Christi Church. The advisory committee's composition was broad. Of formally structured organizations, only

political parties were excluded. Official groups, like the schools and the neighborhood library sent representatives, as did loosely-organized groups of neighbors, and the local consumers cooperative association. Outstanding community leaders participated as individuals. Membership reflected the ethnic composition of the community.

The principal function of the Community Advisory Committee was to distribute literature about redevelopment throughout the community, to arrange and participate in discussion meetings, to build neighborhood interest in the survey, and to act as a center for the dissemination of facts.

In August, 1950, Gertrude Samuels of The New York Times wrote an article for its Sunday magazine section giving the background of Morningside-Manhattanville Redevelopment and the survey. In it she pointed out the advantages of the undertaking and the value of the Community Advisory Committee in interpreting the meaning of redevelopment to the local residents.

Community at Work: A Lesson for Others

Morningside Heights and the 'Valley' unite in a total effort to halt neighborhood decay.

By GERTRUDE SAMUELS

"ACROPOLIS" UPTOWN—An aerial view of Morningside Heights. The half-square-mile area is dotted with cultural, religious, educational and medical institutions.

KEY TO AERIAL PHOTOGRAPH

1—Columbia University
2—Barnard College.
3—Riverside Church
4—Union Theological Seminary
5—International House
6—Juilliard School.
7—Jewish Theological Seminary
8—Corpus Christi Church.
9—Teachers College
10—St. Luke's Hospital
11—Cathedral of St John the Divine.

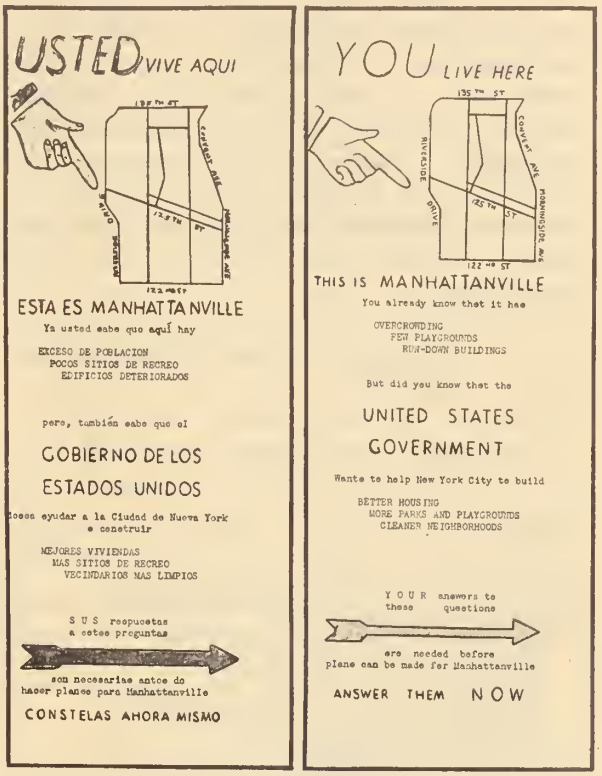
REPRINTED BY PERMISSION from The New York Times Magazine ISSUE OF AUGUST 6, 1950

GERTRUDE SAMUELS is a staff member of The Times Magazine, who frequently writes on urban problems affecting the community.

THE NEW YORK TIMES

The New York Times Magazine, August 6, 1950.

The Survey. An initial attempt with a questionnaire to be answered by each respondent without the help of an interviewer was unsuccessful in yielding a significant number of returns from the two-block trial area. To have been successful, a self-survey would have needed a much longer period of orientation and interpretation. Therefore, by arrangement with Professor Goodwin Watson of Teachers College, 250 men and women graduate students were obtained to serve as interviewers, as a class project.



Self-administered Pre-test Questionnaire in both Spanish and English.

The final survey was made on a carefully controlled sample basis. Every third household of the estimated 11,000 in the area from 122nd Street north to 135th Street, between Riverside Drive and Convent Avenue, was to be interviewed. The 3,371 completed questionnaires from 36 residential blocks furnished a large enough sample to be statistically meaningful even when analyzed on an individual block basis.

As in all the preliminary material, the questionnaires were printed in both English and Spanish. They dealt with three areas of information:

1. Factual — primarily regarding physical facilities;

2. Attitude — covering degree of satisfaction with present quarters and feeling toward the neighborhood;

3. Factual — household composition, location of employment and total weekly income.

As a result of the Community Advisory Committee's effort, as well as three months' preliminary staff work — including door-to-door leaflet distribution, posters, exhibits, speeches — the completed survey yielded a 92% response. Fewer than 5% of the one-third of all families interviewed refused information and several families came to ask why they had not been approached.

Survey Findings. The findings of the survey may be summarized as follows:

In June, 1950, the surveyed area consisted of 36,000 people, 47% white, 27% Negro, 22% Spanish-speaking, predominantly Puerto Rican, and 4% Oriental.

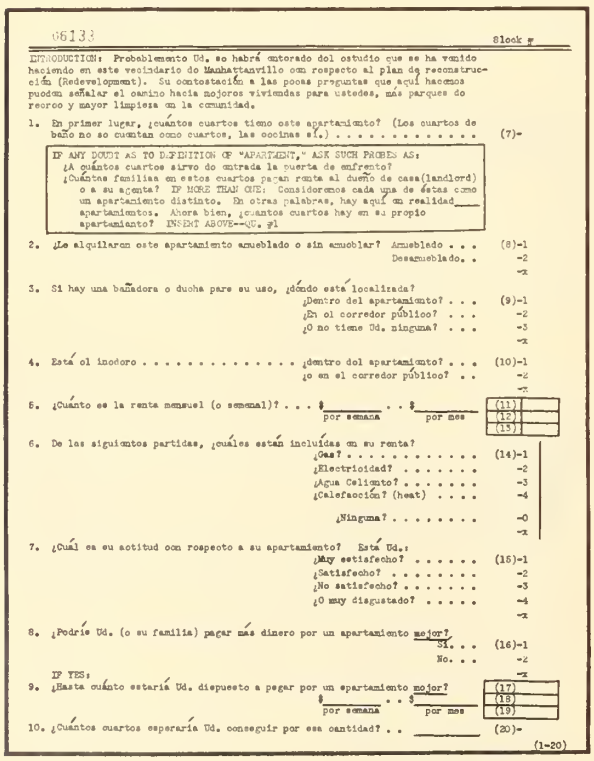
Although no exceptional incidence of crowding was found, 23% of all households had either roomers or extra families sharing the apartments with the tenant family.

Families with few children were the rule rather than the exception.

Rents were almost uniformly low: 64% of all households paid less than $40 a month.

Income was also low: in 65% of the families interviewed, a weekly income of $60 or less was reported.

There was a low level of satisfaction with housing (49% said they were dissatisfied), but two-thirds of the families did not plan to leave the community.



06133 Block #

INTRODUCTION: Probablemente Ud. se habrá enterado del estudio que se ha venido haciendo en este vecindario de Manhattanville con respecto al plan de reconstrucción (Redevelopment). Su contestación a las pocas preguntas que aquí hacemos puedan señalar el camino hacia mejores viviendas para ustedes, más parques de recreo y mayor limpieza en la comunidad.

1. En primer lugar, ¿cuántos cuartos tiene este apartamiento? (Los cuartos de baño no se cuentan como cuartos, las cocinas sí.) . . . . . (7)-

IF ANY DOUBT AS TO DEFINITION OF "APARTMENT," ASK SUCH PROBES AS:
¿A cuántos cuartos sirve de entrada la puerta de enfrente?
¿Cuántas familias en estos cuartos pagan renta al dueño de casa(landlord) o a su agenta? IF MORE THAN ONE: Consideremos cada una de éstas como un apartamiento distinto. En otras palabras, hay aquí en realidad____ apartamientos. Ahora bien, ¿cuantos cuartos hay en su propio apartamiento? INSERT ABOVE--QU. #1

2. ¿Lo alquilaron este apartamiento amueblado o sin amueblar? Amueblado . . . (8)-1
Desamueblado. . -2
-x

3. Si hay una bañadora o ducha para su uso, ¿dónde está localizada?
¿Dentro del apartamiento? . . . (9)-1
¿En el corredor público? . . . -2
¿O no tiene Ud. ninguna? . . . -3
-x

4. Está el inodoro . . . . . ¿dentro del apartamiento? . . . (10)-1
¿o en el corredor público? . . -2
-x

5. ¿Cuánto es la renta mensual (o semanal)? . . . $_____ . . $_____ (11)
por semana por mes (12)
(13)

6. De las siguientes partidas, ¿cuáles están incluídas en su renta?
¿Gas? . . . . . (14)-1
¿Electricidad? . . . . . -2
¿Agua Caliente? . . . . . -3
¿Calefacción? (heat) . . . . -4
¿Ninguna? . . . . . -0
-x

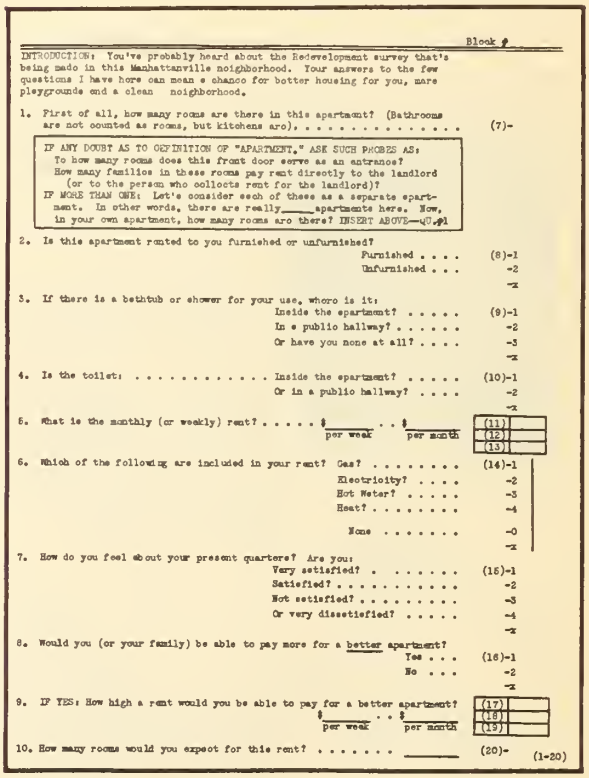
7. ¿Cuál es su actitud con respecto a su apartamiento? Está Ud.:
¿Muy satisfecho? . . . . . (15)-1
¿Satisfecho? . . . . . -2
¿No satisfecho? . . . . . -3
¿O muy disgustado? . . . . . -4
-x

8. ¿Podría Ud. (o su familia) pagar más dinero por un apartamiento mejor?
Sí. . . (16)-1
No. . . -2
-x

IF YES:
9. ¿Hasta cuánto estaría Ud. dispuesto a pagar por un apartamiento mejor?
$_____ . . $_____ (17)
por semana por mes (18)
(19)

10. ¿Cuántos cuartos esperaría Ud. conseguir por esa cantidad? . . _____ (20)-

(1-20)



Block #

INTRODUCTION: You've probably heard about the Redevelopment survey that's being made in this Manhattanville neighborhood. Your answers to the few questions I have here can mean a chance for better housing for you, more playgrounds and a clean neighborhood.

1. First of all, how many rooms are there in this apartment? (Bathrooms are not counted as rooms, but kitchens are). . . . . (7)-

IF ANY DOUBT AS TO DEFINITION OF "APARTMENT," ASK SUCH PROBES AS:
To how many rooms does this front door serve as an entrance?
How many families in these rooms pay rent directly to the landlord (or to the person who collects rent for the landlord)?
IF MORE THAN ONE: Let's consider each of these as a separate apartment. In other words, there are really____apartments here. Now, in your own apartment, how many rooms are there? INSERT ABOVE--QU.#1

2. Is this apartment rented to you furnished or unfurnished?
Furnished . . . . (8)-1
Unfurnished . . . -2
-x

3. If there is a bathtub or shower for your use, where is it:
Inside the apartment? . . . . . (9)-1
In a public hallway? . . . . . -2
Or have you none at all? . . . . -3
-x

4. Is the toilet: . . . . . Inside the apartment? . . . . . (10)-1
Or in a public hallway? . . . . -2
-x

5. What is the monthly (or weekly) rent? . . . . . $_____ . . $_____ (11)
per week per month (12)
(13)

6. Which of the following are included in your rent? Gas? . . . . . (14)-1
Electricity? . . . . -2
Hot Water? . . . . . -3
Heat? . . . . . -4
None . . . . . -0
-x

7. How do you feel about your present quarters? Are you:
Very satisfied? . . . . . (15)-1
Satisfied? . . . . . -2
Not satisfied? . . . . . -3
Or very dissatisfied? . . . . . -4
-x

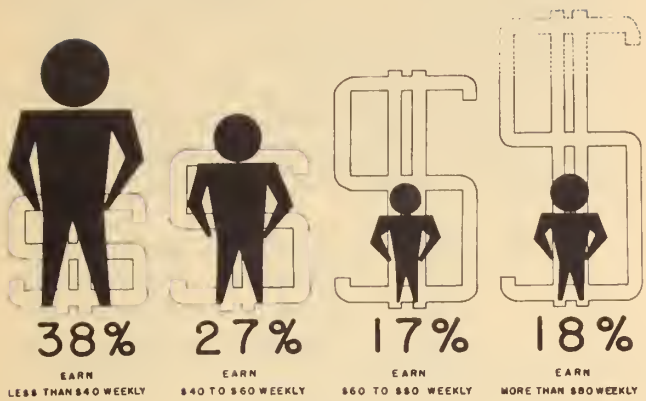
8. Would you (or your family) be able to pay more for a better apartment?
Yes . . . (16)-1
No . . . -2
-x

9. IF YES: How high a rent would you be able to pay for a better apartment?
$_____ . . $_____ (17)
per week per month (18)
(19)

10. How many rooms would you expect for this rent? . . . . . _____ (20)-

(1-20)

Final questionnaire of Morningside-Manhattanville Survey administered by interviewer, Spanish and English.



More than one-fourth of the entire sample had lived in the area at least fifteen years.

Organizational ties to the community were not many. The principal affiliation was with some church.

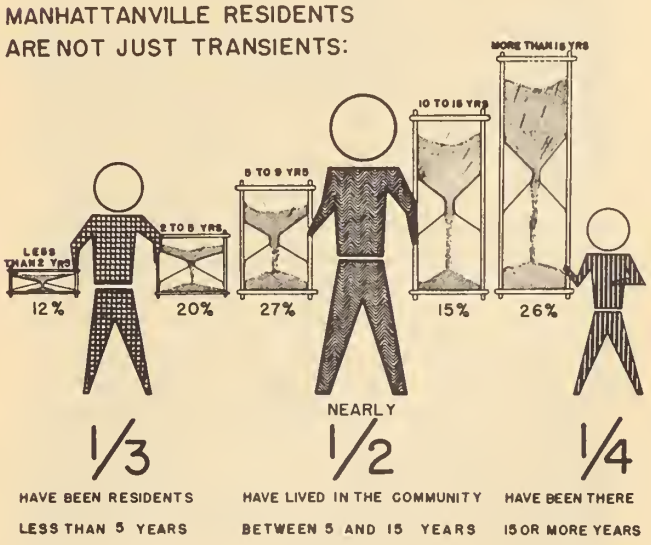
From the beginning of preparations for the survey, local residents and community groups showed great concern over the final outcome of the redevelopment projects. Some feared exorbitant rents; others felt that the plans implied a "lily white" development. To help allay such fears, the Board of Directors on May 18th, 1950, unanimously passed a statement of principles which said unequivocally that the Board "is opposed to discrimination in housing because of race, creed, color or national origin, and pledges itself to do everything in its power to see that the principle is honored in any redevelopment project undertaken in the Morningside-Manhattanville area".

These rumblings were only the first reactions. As redevelopment plans became more specific, community tensions increased. The Community Advisory Committee had succeeded in calming fears during the survey period, the phase for which it had actually been organized. After the survey was completed this main motivation for the Community Advisory Committee disappeared. Attempts to shift its emphasis to that of a community council interested in the broader aspects of community planning were unsuccessful.

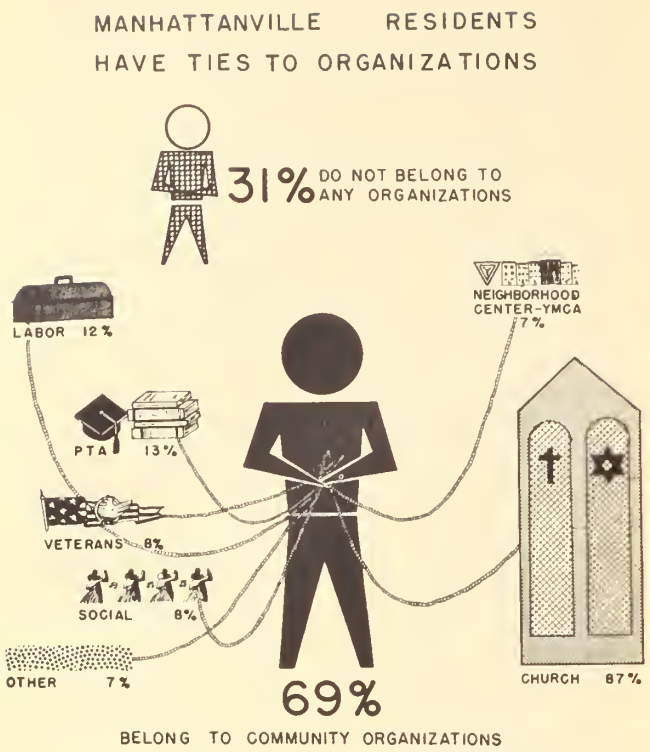
The Evolving Plans. The preliminary plans for the Morningside area had envisaged a public housing project from 123rd to 125th Streets between Broadway and Morningside Avenue. At its June 23rd, 1950, meeting, the Executive Committee agreed that two blocks of the proposed public housing site might be used for private or institutional housing development. These blocks would be from 123rd to LaSalle Streets, Amsterdam to Broadway.

The Executive Committee agreed to explore the possibilities of enlisting private capital to finance a housing project sponsored by member institutions for these two blocks. They suggested an investigation be made to determine the legal and financial possibilities under State and Federal legislation, as well as to explore the interest of cooperative housing groups in plans for the Morningside-Manhattanville area.

By the October, 1950, Executive Committee meeting, the Morningside-Manhattanville redevelopment survey had been completed. Based on its findings,



the staff began to prepare a report to be presented to the Mayor's Committee on Slum Clearance Plans. Particular emphasis was to be given to the ten-acre plot for private middle-income housing adjacent to the public housing project.



It was recognized that the principal problem, in any such enterprise, is to achieve acceptable new housing which is nevertheless available on terms which persons of middle and lower-middle-income can afford. The fact that a number of developments organized as genuine cooperatives, located elsewhere in this city, had already demonstrated the economies which can be achieved and the economic aids which may be available for that form of housing project proved a persuasive argument for the exploration of similar possibilities for Morningside Heights. A significant element in the economy of cooperatives lies in the fact that the equity is supplied by the tenant-owners who thereby avoid various costs applicable to ordinary rental projects and at the same time acquire incentives for economical maintenance. The stable occupancy pattern in cooperative projects also makes for a desirable community.

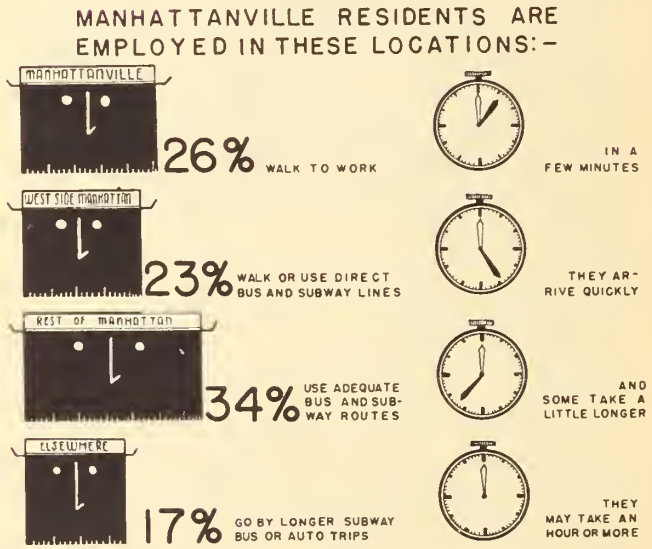
On invitation, Mr. S.F. Boden, Executive Director of the Committee on Cooperative Housing (made up of outstanding New Yorkers interested in cooperative housing) submitted a proposal for a 600-unit rental-type cooperative housing project to be located between 122nd and 124th Streets. The proposal recommended that the Morningside Heights institutions consider joint sponsorship of the project.

At the Board meeting a week later Mr. Orton explained sponsorship of such a project in the following terms:

1. That identification of well-known and substantial institutions would engender confidence among government agencies, fiduciaries, and prospective owner-tenants;

2. That it would involve contingent liability for initial "promotional" expense, including sketch plans, financial set-ups and enlistment of owner-tenants. (Such liability might range from $50,000 to $100,000);

3. That it would include making arrangements by which owner-tenants might finance long-range payments.


MANHATTANVILLE RESIDENTS ARE EMPLOYED IN THESE LOCATIONS:-
MANHATTANVILLE
26% WALK TO WORK
IN A FEW MINUTES
WEST SIDE MANHATTAN
23% WALK OR USE DIRECT BUS AND SUBWAY LINES
THEY ARRIVE QUICKLY
REST OF MANHATTAN
34% USE ADEQUATE BUS AND SUBWAY ROUTES
AND SOME TAKE A LITTLE LONGER
ELSEWHERE
17% GO BY LONGER SUBWAY BUS OR AUTO TRIPS
THEY MAY TAKE AN HOUR OR MORE

Mr. Rockefeller pointed out that Remedco might be the appropriate agency to provide the necessary initial funds.

At the same time Father Ford, in his capacity as head of the Community Advisory Committee of Morningside-Manhattanville Redevelopment, said that

the citizens of the community were "very much interested in seeing something of this nature done". He thought that with a small investment of funds the "institutions can provide a symbol of unity which will invite the whole-hearted cooperation of the citizens of Morningside Heights." He said that to assure the success of the undertaking, residents from the community at large, as well as from the institutions, should be eligible.

After considerable discussion, the Board passed a resolution, approving in principle joint institutional sponsorship of cooperative housing in Morningside Heights. It requested the "appointment of a committee to be composed of representatives from each institution concerned." The Committee was directed to consider whether cooperative housing would meet the demands for middle-income housing accommodations in the area south of 125th Street, and to make proposals for sponsorship.

Morningside Committee on Cooperative Housing. The first meeting of the new Committee—The Morningside Committee on Cooperative Housing—was held January 11th, 1951, with Mr. Joseph Campbell, then Treasurer of Columbia University, as Acting Chairman. Nine institutions were represented. At the meeting Mr. Orton, drawing on the previous survey of institutional personnel, said that a third to a half of the tenants in the project would probably be from the institutions.

Mr. Campbell appointed two subcommittees to make initial investigation of mortgage financing and equity financing. Although no representatives had been authorized to commit their respective institutions, those present agreed that the project was "highly desirable" and initial steps to be taken toward its realization were enthusiastically endorsed.

Official Report. At the January 17th, 1951, Morningside Heights Executive Committee meeting, Mr. Orton reported that the staff was furnishing data to the Mayor's Committee on Slum Clearance Plans under the chairmanship of Mr. Moses, which would release an "official" report on Morningside-Manhattanville Redevelopment. This report would be presented to the Board of Estimate and the proper officials in Washington in order to obtain approvals for a middle-income housing project. A considerable portion of the data for this report came from the Morningside-Manhattanville Redevelopment survey, conducted the summer before. Detailed information in the report was concentrated on the blocks south of 125th Street that were being considered for middle-income housing. General data about the whole Manhattanville area were to be published in a document for "popular" consumption put out by the Community Advisory Committee, which by agreement was to be withheld until the official document was ready for release.

In February, 1951, Mr. Rockefeller reported to the Board that he had presented three alternative proposals for middle-income housing to Mr. Moses. Mr. Moses approved the Board's preferred proposal which would reserve the two-block area bounded by Broadway and Amsterdam Avenue, 123rd Street to LaSalle Street for development of a cooperative housing project. A motion was adopted appointing the firm of Harrison and Abramovitz "to serve as architect for the Morningside-Manhattanville Redevelopment project."

During the next two months the Morningside Heights, Inc. staff worked with the architect's office and with consultants of the Committee on Slum Clearance Plans to help prepare the official report. The "popular" report was completed for community distribution, simultaneously.

Proof sheets and drawings of the official report were shown at the May, 1951, meeting of the Morningside Committee on Cooperative Housing. Financial statements in the report indicated

MORNINGSIDE MANHATTANVILLE

REDEVELOPMENT PLANS

RAYMOND M FOLEY Admin
N H KEITH Director Slum Cl

VINCENT R IMPELLITTERI Mayor
LAZARUS JOSEPH Comptroller
JOSEPH T SHARKEY President The
ROBERT F WAGNER JR President B
JAMES J LYONS President Borough of
JOHN CASHMORE President Borough
JOSEPH F MAFERA President Borough
CORNELIUS A HALL President Borough of

ROBERT MOSES Chairman Construction Co
JOHN J BENNETT Chairman City Planning C
PHILIP J CRUISE Chairman New York City Hous
LAZARUS JOSEPH Comptroller
JOHN P McGRATH Corporation Counsel
JOHN C RIEDEL Chief Engineer Board of Estimate
GEORGE E SPARGO Assistant to Chairman
HARRY TAYLOR Director
JOHN J BEGGS Assistant Director

W K HARRISON H H GOLDSTONE Associated Architect
IDMORE OWINGS & MERRILL Coordinating Architects
ARLES F NOYES COMPANY INC Rent E
OD DOLSON COMPANY IN

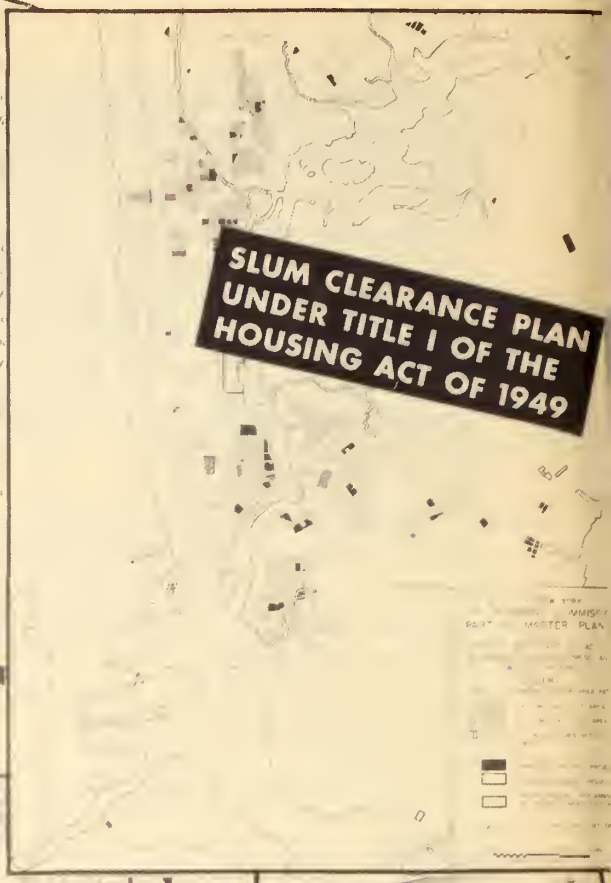
Two blocks of old overcrowded and deteriorating
will be replaced by modern apartments
ff street parking spaces play areas for
and trees in the open spaces be
for plenty of light and air
butter to protect
and dirt of

Period Manhattan
tion but from 1930 to 1940 it lost
On the Morningside Manhattanville site in
there were 1 135 occupied dwelling units
ing dwelling units into families there were
lies per net residential acre in 1950 there were
families or 222 families per net residential
increase of about 39 This increase in
explained by the intervention of new
units and the increase of
years Furthermore

I LOCATION
II SITE PLAN
III AERIAL VIEW
IV UNIT PLAN
V TENANT RELOCATION
VI COST ESTIMATES & FINANCIAL PLAN

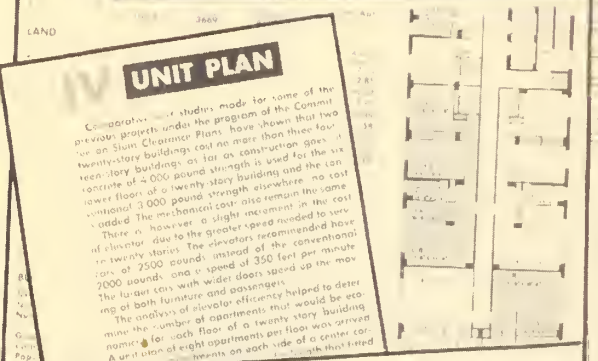
APARTMEN
APAR
*With
LAND

SLUM CLEARANCE PLAN UNDER TITLE I OF THE HOUSING ACT OF 1949



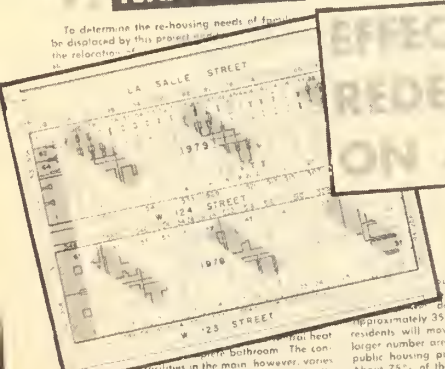
UNIT PLAN

Comparative studies made for some of the previous projects under the program of the Commit for an Slum Clearance Plans have shown that two twenty-story buildings cost no more than three four teen-story buildings as far as construction goes If concrete of 4 000 pound strength is used for the six lower floors of a twenty story building and the con ventional 3 000 pound strength elsewhere no cost is added The mechanical cost also remain the same However a slight increment in the cost There is due to the greater speed needed to serve elevator stories The elevators recommended have twenty stories instead of the conventional cars of 2500 pounds 2000 pounds and a speed of 350 feet per minute The larger cars with wider doors speed up the mov ing of both furniture and passengers The analysis of elevator efficiency helped to deter mine the number of apartments that would be eco nomical for each floor of a twenty story building For each floor of eight apartments per floor was arrived A unit plan of eight apartments on each side of a center cor ridor with two elevators on each side that fitted



TENANT DATA

To determine the re-housing needs of fami
be displaced by this project
the relocation

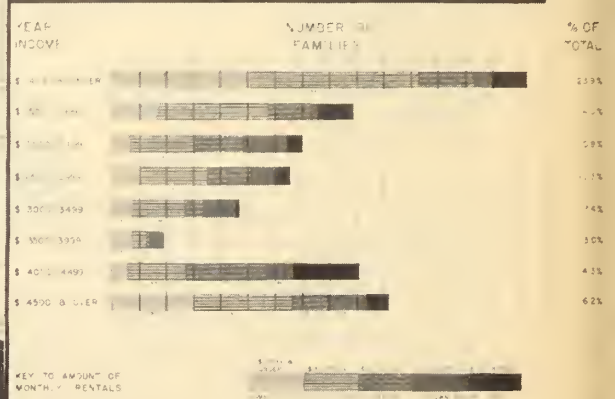


EFFECT OF REDEVELO ON AREA

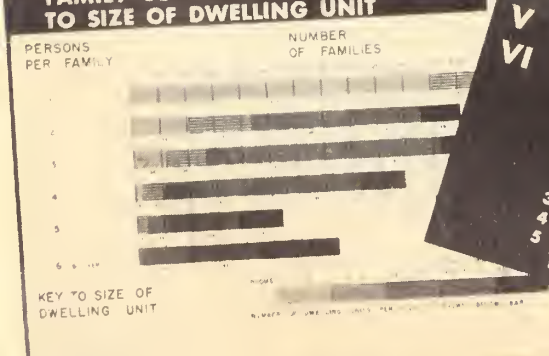
ulation in the site
hile the redevel
density will hous
pproximately 3556 persons Som
residents will move back into the
larger number are likely to mov
public housing project planned
About 75% of the site resident
desire to stay in the neighbor

facilities in the main however varies
with the buildings over 50% of which are badly
run-down

FAMILY INCOME IN RELATION TO RENTALS

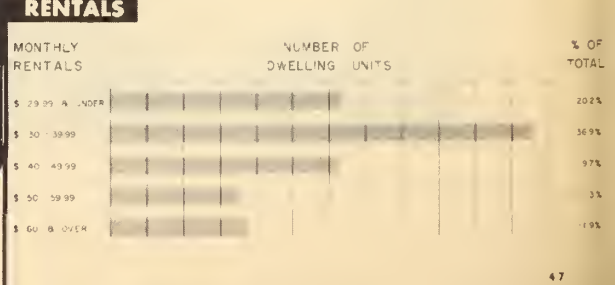


FAMILY COMPOSITION IN RELATION TO SIZE OF DWELLING UNIT



I LAND USE
II CONDITION OF EXISTING STRUCTURES
III AGE OF EXISTING STRUCTURES
IV LAND COVERAGE
V POPULATION DENSITY
VI TENANT DATA
1 FAMILY COMPOSITION IN RELATION TO SIZE OF DWELLING UNIT
2 FAMILY INCOME IN RELATION TO RENTALS
3 RENTALS
4 TYPES OF DWELLING UNITS
5 HEATING AND SANITARY FACILITIES

RENTALS



potential rents in excess of $30 per room per month on a rental basis or $25 on a cooperative basis. Mr. Orton pointed out that this figure would exclude large numbers of institutional personnel as well as almost everyone on the site. However, no financial commitment had as yet been made, and alternative studies already begun would be discussed fully before any definitive action was taken.

At the same meeting, Mr. Boden described the activities of his organization and also elaborated the meaning of sponsorship. Drawing upon his experience with Amalgamated Clothing Workers projects in this city, he explained how skilled management minimizes the need for financial assistance from the sponsoring group, although some working capital is temporarily required. Permanent financing in the form of mortgage money comes from financial institutions and the equity from the tenant-owners. A financial statement was submitted which indicated that charges of approximately $19 per room per month might be achieved for the Morningside area, assuming tax concessions were obtained.

Mr. Orton then told the Committee that "evidence of sponsorship" would be required by Mr. Moses if the project were to gain official approval. The staff was assigned to prepare a draft "submission" letter, giving evidence of intention of sponsorship for each institution's consideration.

Sponsorship. In June, 1951, responsible leaders of nine institutions signed and sent a letter to Mr. Moses indicating their "interest in developing a cooperative housing project whose monthly charges would not exceed approximately $19 per room per month." Mr. Moses replied favorably but said that he wished to double-check the feasibility of the $19 figure before including it in the official report on Morningside-Manhattanville.

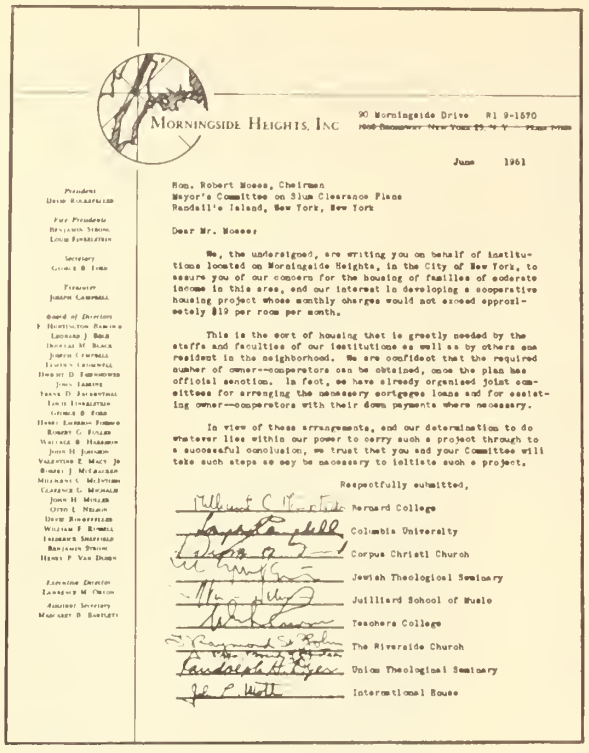
This proposal implied that tax concessions would be granted for the project. Later in the month, however, it was suggested that it was best to abandon the idea of partial tax exemption. Although the financial advantages of such exemption would be substantial, the gain might be offset by the necessity of detailed supervision by city and state agencies. Also it was felt that tax concessions would be very difficult to obtain from the responsible city agencies. Thus, in the official report, two alternate financial set-ups were included; one for a privately-financed rental project, with rentals of $31 per room per month and the other a cooperative project with charges at $23 to $25 per room, in place of the $19 previously suggested.

The Morningside Committee on Cooperative Housing agreed to relinquish partial tax exemption, but pledged that "every effort should be made to keep the charges as low as possible." It was generally understood that the financial and physical plans in the official report were presented only tentatively, in order to obtain preliminary approval from municipal and Federal authorities.

At its September 20th, 1951, meeting, the Morningside Committee on Cooperative Housing appointed a temporary Subcommittee on Organization headed by Mr. Leonard J. Beck, well-known realtor. This sub-committee was instructed to consider and recommend forms of corporate organization for the undertaking.

Public Announcement of Redevelopment. Both the official and popular reports were made public on October 1st, 1951. Lead stories based on simultaneous releases from the Committee on Slum Clearance Plans and Morningside Heights, Inc. were carried on the first pages of both The New York Times and the Herald Tribune. On October 2nd, the Times and Tribune followed up with favorable editorial comment. Both lauded the forward-looking and inspiring efforts of Morningside Heights, Inc. and its member institutions.

As only a limited number of official reports were available, they were distributed chiefly to local and Federal



MORNINGSIDE HEIGHTS, INC

90 Morningside Drive RI 9-1670

June 1961

Hon. Robert Moses, Chairman
Mayor's Committee on Slum Clearance Plans
Randall's Island, New York, New York

Dear Mr. Moses:

We, the undersigned, are writing you on behalf of institutions located on Morningside Heights, in the City of New York, to assure you of our concern for the housing of families of moderate income in this area, and our interest in developing a cooperative housing project whose monthly charges would not exceed approximately $19 per room per month.

This is the sort of housing that is greatly needed by the staffs and faculties of our institutions as well as by others now resident in the neighborhood. We are confident that the required number of owner-cooperators can be obtained, once the plan has official sanction. In fact, we have already organized joint committees for arranging the necessary mortgage loans and for assisting owner-cooperators with their down payments where necessary.

In view of these arrangements, and our determination to do whatever lies within our power to carry such a project through to a successful conclusion, we trust that you and your Committee will take such steps as may be necessary to initiate such a project.

Respectfully submitted,

Barnard College
Columbia University
Corpus Christi Church
Jewish Theological Seminary
Juilliard School of Music
Teachers College
The Riverside Church
Union Theological Seminary
International House

Letter giving statement of interest in development of middle-income cooperative, June 28, 1951.

officials and to individuals directly involved in the future of Morningside Heights. The popular report was circulated throughout the community with the assistance of the Manhattanville Neighborhood Center, the Morningside Citizens Committee and the children at P.S. 125.

Community Reaction. The day after the announcement adverse reactions were heard from residents of the redevelopment area. There was considerable uneasiness among those who lived on the site and knew that eventually they would have to move. Unfortunately certain facts did not reach the people. For example, site residents did not know that they had priority in the adjacent low-income public housing.

The situation was ripe for aggressive leadership. One such leader, a former teacher at the Jefferson School and resident of the public housing site, gathered around her a vocal group of aroused site and non-site residents, under the banner of the Save Our Homes Committee.

As a first step to counter some of the misunderstandings, Father Ford, as Chairman of the Community Advisory Committee, asked Chairman Philip Cruise of the Housing Authority, to announce the exact boundaries of the public housing project, which had been put on the Authority's program but never specifically bounded. Chairman Cruise could not release such details at that time.

The brochure prepared by the Mayor's Committee on Slum Clearance Plans on the Morningside-Manhattanville project was submitted to the Board of Estimate on October 5th, 1951. It reflected a project consisting of six residential buildings, accommodating 981 families, at an estimated cost of $12,500,000.

This report was referred to the City Planning Commission, which approved it, including the general plan for the project, on October 17th, 1951.

When the project appeared again on the calendar of the Board of Estimate on October 25th, some seventy individuals under the leadership of the Save Our Homes Committee created such a furor that consideration of the matter was laid over until November 15th. The complaint was against the $31 per room per month rental figure which appeared along with the $25 figure for estimated monthly charges of a cooperative project, as set forth in the official report. On the same day, the Executive Committee of Morningside Heights, Inc. discussed at length possibilities of reducing the charges; they agreed that everything practicable should be done to keep costs as low as possible. In a memorandum to the Morningside Committee on Cooperative Housing, Mr. Orton recalled the group's letter to Mr. Moses offering to sponsor a cooperative project provided that charges would not exceed $19 per room per month. He also suggested that half of the units might be partially tax exempt, thus permitting them to be offered at $20 monthly charges.

To clarify the situation, the Morningside Commitee on Cooperative

Housing, at its October 30th meeting, decided:

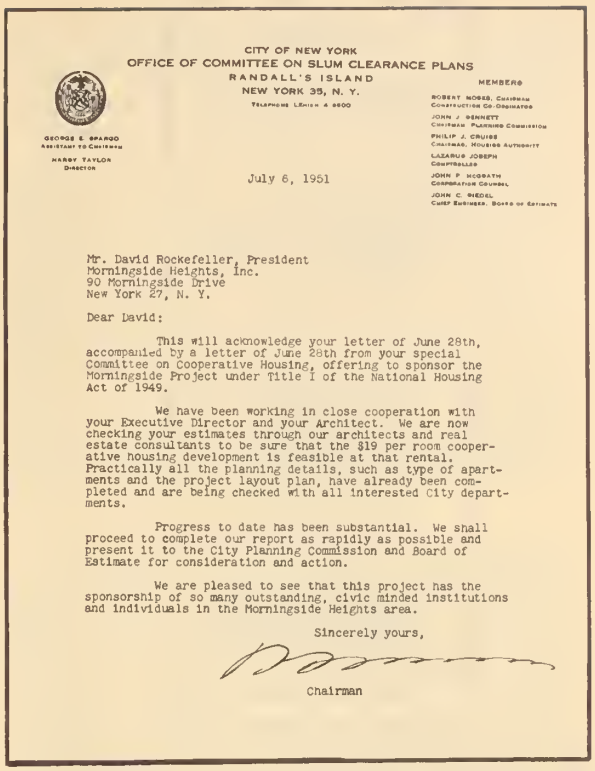
1. To seek an official announcement of the public housing project before the November 15th meeting of the Board of Estimate;

2. That Mr. Rockefeller, Father Ford and Mr. Orton should call on Mr. Moses to acquaint him with the tensions in the community and to ask that he request tax concessions on at least part of the project;

3. That representatives of the sponsoring committee should meet with members of the community to present the facts about the cooperative and its sponsorship;

4. That a fact sheet on the cooperative should be prepared by the Staff for distribution to the institutions.

The following day, Mr. Rockefeller incorporated these suggestions in a letter to Mr. Moses.



CITY OF NEW YORK
OFFICE OF COMMITTEE ON SLUM CLEARANCE PLANS
RANDALL'S ISLAND
NEW YORK 35, N. Y.
TELEPHONE LEHIGH 4-8600

GEORGE E. SPARGO
ASSISTANT TO CHAIRMAN
HARDY TAYLOR
DIRECTOR

MEMBERS
ROBERT MOSES, CHAIRMAN
CONSTRUCTION CO-ORDINATOR
JOHN J. BENNETT
CHAIRMAN, PLANNING COMMISSION
PHILIP J. CRUISE
CHAIRMAN, HOUSING AUTHORITY
LAZARUS JOSEPH
COMPTROLLER
JOHN P. McGRATH
CORPORATION COUNSEL
JOHN C. RIEDEL
CHIEF ENGINEER, BOARD OF ESTIMATE

July 6, 1951

Mr. David Rockefeller, President
Morningside Heights, Inc.
90 Morningside Drive
New York 27, N. Y.

Dear David:

This will acknowledge your letter of June 28th, accompanied by a letter of June 28th from your special Committee on Cooperative Housing, offering to sponsor the Morningside Project under Title I of the National Housing Act of 1949.

We have been working in close cooperation with your Executive Director and your Architect. We are now checking your estimates through our architects and real estate consultants to be sure that the $19 per room cooperative housing development is feasible at that rental. Practically all the planning details, such as type of apartments and the project layout plan, have already been completed and are being checked with all interested City departments.

Progress to date has been substantial. We shall proceed to complete our report as rapidly as possible and present it to the City Planning Commission and Board of Estimate for consideration and action.

We are pleased to see that this project has the sponsorship of so many outstanding, civic minded institutions and individuals in the Morningside Heights area.

Sincerely yours,

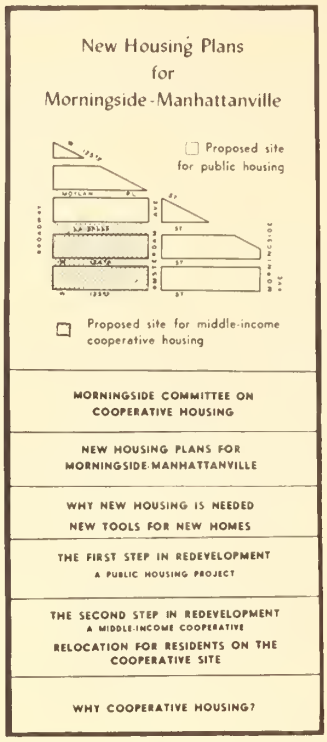
Chairman

Letter from Robert Moses acknowledging interest in housing suggested by nine institutions, July 6, 1951.

The Committee also agreed at its meeting, in the interest of better community relations, to invite two people from the Manhattanville Neighborhood Center, one from its board and one from its staff, to serve as non-voting members of the Committee on Cooperative Housing.

Initial Hearings. On November 8th, 1951, members of the Morningside Committee on Cooperative Housing had a conference with Borough President Wagner and representatives of the Mayor's Committee on Slum Clearance Plans. A statement presented by Dr. Bernard Segal, of the Jewish Theological Seminary of America, on behalf of the Committee explained that the group had offered to sponsor a project at room charges averaging $19 or less per month, and that negotiations had been begun to determine whether ways could be found to meet that figure. Other speakers supporting the project at the conference included Clyde Murray of Manhattanville Neighborhood Center, Robert Daugherty for the Morningside Citizens Committee, Father Ford for the Community Advisory Committee and Matthew Eder for the Uptown Chamber of Commerce. Eight speakers opposing the project reiterated the problem of those site residents who were ineligible for public housing at $9-$10 rentals but felt that they could not afford the cooperative charges. These opponents also expressed doubt that the public housing project would ever be built.

After the meeting, Mr. Orton conferred with Mr. Moses, who said that if tax concessions were to be sought at all they should be obtained for the entire project rather than half the units as suggested in Mr. Rockefeller's letter. Mr. Moses also requested a statement from the Committee regarding its position on aid for tenant-cooperators in financing down payments.


New Housing Plans
for
Morningside-Manhattanville
Proposed site for public housing
Proposed site for middle-income cooperative housing
MORNINGSIDE COMMITTEE ON COOPERATIVE HOUSING
NEW HOUSING PLANS FOR MORNINGSIDE-MANHATTANVILLE
WHY NEW HOUSING IS NEEDED
NEW TOOLS FOR NEW HOMES
THE FIRST STEP IN REDEVELOPMENT
A PUBLIC HOUSING PROJECT
THE SECOND STEP IN REDEVELOPMENT
A MIDDLE-INCOME COOPERATIVE
RELOCATION FOR RESIDENTS ON THE COOPERATIVE SITE
WHY COOPERATIVE HOUSING?

Early information leaflet issued by Morningside Committee on Cooperative Housing.

Later that day the Committee approved a letter renewing its offer to sponsor a cooperative project based on tax exemption of the improvement, estimating that charges would range from $15 to $20 per room. The letter also restated the Committee's intention to obtain the most favorable terms possible for aiding applicants who lack the full down payment.

In view of those proposed changes, Mr. Moses wrote to the Mayor asking that at the Board of Estimate meeting the following week the project be laid over until the report and recommendations were re-written.

The following Monday, November 12th, announcements appeared in the local press of plans for a $23,000,000 public housing project adjacent to the cooperative site. For the first time the exact boundaries were delineated—an irregular site bounded by Broadway, 125th Street, Morningside Avenue, 123rd Street, Amsterdam Avenue and LaSalle Street. Chairman Cruise pointed out in his announcement that the project would give priority to eligible low-income families living on the site of the cooperative.

Yielding to the request of Mr. Moses and the desire of the sponsoring committee, the Board of Estimate on November 15th laid over consideration of the cooperative project without date. Nevertheless a sizeable crowd of residents of the community and others appeared to protest the project. The Daily Worker, official organ of the Communist Party, claimed that because of these objections the Board was forced to lay over the project a second time.

Father Ford reported to the November 29th Board of Directors meeting that the Morningside Committee on Cooperative Housing was exploring every available means for lowering rentals, particularly through the winning of tax concessions. At the same meeting, Mr. Robert Fuller, Vice-president of The First National Bank, chairman of the sub-committee on equity financing, said that tenant-owners could get only personal loans for two to three years at a discount resulting in an interest rate of about 7%. Further investigation was recommended.

Financial Plan. Efforts now centered on revising the financial plan for resubmission to the Mayor's Committee on Slum Clearance Plans. These included reversion to partial tax concessions on the entire project, i.e. freezing of taxes for a 25-year period on the basis of the assessed value of the property at the time of acquisition, and other means of reducing charges and down payments. The Executive Committee on December 20th decided that terms should be discussed with the Federal Housing Administration and that maximum FHA charges should be used in the calculations. Resubmission figures should be "conservative estimates, adequately qualified against increasing costs." It said that the language of the plan should be checked by legal counsel, with particular attention to any commitments involved. At this meeting, the group authorized Mr. Orton to retain as a regular staff member, Mr. Boden, who had been serving as an

expert consultant on the development of the project since its inception. While these negotiations took place, the project received considerable publicity.

At the next meeting of the Morningside Committee on Cooperative Housing, on January 8th, 1952, Mr. Boden discussed three alternative methods for financing the project, all assuming partial tax exemption:

1. A conventional mortgage setting charges at $20 per room per month and equity at $625 per room.

2. An FHA "213" mortgage with leasehold, offering charges at $18 a month but raising equity to $675.

3. An FHA "213" mortage with leasehold, but with commercial property excluded, fixing charges at $20 a room and equity at $525.

Mr. Boden explained that, just as in private home ownership, the pro-rated interest on the mortgage and real estate taxes could be taken as deductions by the tenant-cooperators when computing income taxes. A family of four with $4,000 income and a four-room apartment, for instance, might save more than $2 per room per month through these deductions.

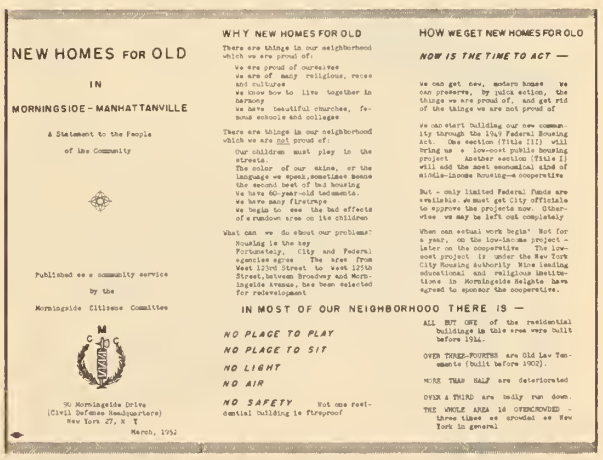
Mr. John F. Morgan of The Riverside Church was appointed permanent chairman of the Committee.

The Committee agreed at this meeting that a public relations sub-committee should be appointed to anticipate and deal with problems arising in the community. Rabbi Bernard Segal accepted the chairmanship of this sub-committee.

At the January 16th, 1952, meeting, the Morningside Committee on Cooperative Housing discussed for the first time the use of Remedco funds to purchase the land for the project. Mr. Orton explained the obligations in the following way:

With the agreement executed and the financing arranged, a 10% down payment of $130,000 would be required in about two or three months; $520,000— a further 40% — would be needed on taking title in about six months. Assuming tenant-cooperator subscriptions would be coming in by that time, it would be reasonable to expect that these down payments would finance the remaining 50% of the land cost. In the interval, the sponsors would operate the blighted properties; and their net return, which would be applicable to the project, should provide working capital for relocation, demolition, etc.

Mr. Orton pointed out that collections might lag behind expenses, in which case additional funds would be needed. As a maximum, if no apartments were sold during this period, the commitment might be as much as $1,800,000, or double the funds available through Remedco. Besides, there would always be the possibility that something might prevent the project from being completed even after the land was purchased. In this case, he said the City might be expected to agree that if the land had to be sold to others, neither the Sponsors nor the City would profit at the other's expense. Some loss might be incurred, Mr. Orton said, but it was not likely to be substantial as the Sponsors would be operating the property for some time, with considerable net income resulting.



NEW HOMES FOR OLD

IN

MORNINGSIDE - MANHATTANVILLE

A Statement to the People of the Community

Published as a community service by the Morningside Citizens Committee

90 Morningside Drive (Civil Defense Headquarters) New York 27, N. Y.

March, 1952

WHY NEW HOMES FOR OLD

There are things in our neighborhood which we are proud of:

We are proud of ourselves
We are of many religious, races and cultures
We know how to live together in harmony
We have beautiful churches, famous schools and colleges

There are things in our neighborhood which we are not proud of:

Our children must play in the streets.
The color of our skins, or the language we speak, sometimes means the second best of bad housing
We have 60-year-old tenements.
We have many firetraps
We begin to see the bad effects of a rundown area on the children

What can we do about our problems?

Housing is the key.
Fortunately, City and Federal agencies agree. The area from West 123rd Street to West 125th Street, between Broadway and Morningside Avenue, has been selected for redevelopment

HOW WE GET NEW HOMES FOR OLD

NOW IS THE TIME TO ACT —

We can get new, modern homes. We can preserve, by quick action, the things we are proud of, and get rid of the things we are not proud of

We can start building our new community through the 1949 Federal Housing Act. One section (Title III) will bring us a low-cost public housing project. Another section (Title I) will add the most economical kind of middle-income housing—a cooperative

But - only limited Federal funds are available. We must get City officials to approve the projects now. Otherwise we may be left out completely

When can actual work begin? Not for a year, on the low-income project - later on the cooperative. The low-cost project is under the New York City Housing Authority. Nine leading educational and religious institutions in Morningside Heights have agreed to sponsor the cooperative.

IN MOST OF OUR NEIGHBORHOOD THERE IS —

NO PLACE TO PLAY
NO PLACE TO SIT
NO LIGHT
NO AIR
NO SAFETY Not one residential building is fireproof

ALL BUT ONE of the residential buildings in this area were built before 1914.

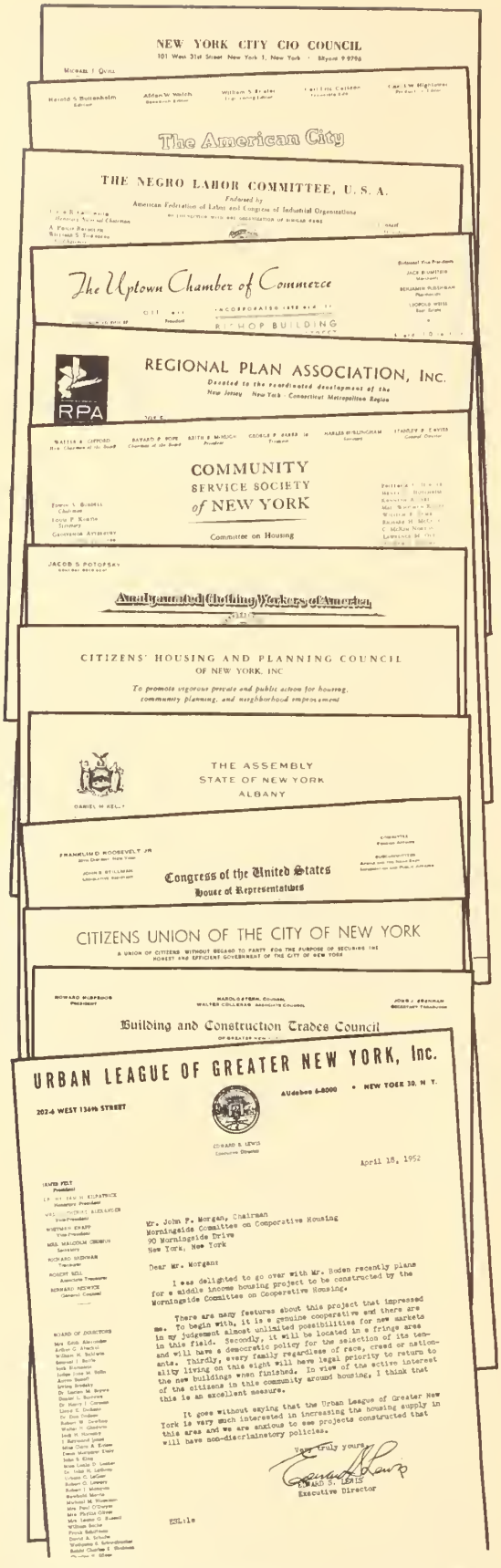
OVER THREE-FOURTHS are Old Law Tenements (built before 1902).

MORE THAN HALF are deteriorated

OVER A THIRD are badly run down.

THE WHOLE AREA is OVERCROWDED - three times as crowded as New York in general

Pamphlet issued by Morningside Citizens Committee and distributed to all site residents.


NEW YORK CITY CIO COUNCIL
The American City
THE NEGRO LABOR COMMITTEE, U. S. A.
The Uptown Chamber of Commerce
REGIONAL PLAN ASSOCIATION, Inc.
RPA
COMMUNITY SERVICE SOCIETY of NEW YORK
Committee on Housing
Amalgamated Clothing Workers of America
CITIZENS' HOUSING AND PLANNING COUNCIL OF NEW YORK, INC
THE ASSEMBLY STATE OF NEW YORK ALBANY
Congress of the United States House of Representatives
CITIZENS UNION OF THE CITY OF NEW YORK
Building and Construction Trades Council
URBAN LEAGUE OF GREATER NEW YORK, Inc.
202-6 WEST 136th STREET
NEW YORK 30, N. Y.
April 18, 1952
Mr. John P. Morgan, Chairman
Morningside Committee on Cooperative Housing
90 Morningside Drive
New York, New York
Dear Mr. Morgan:
I was delighted to go over with Mr. Boden recently plans for a middle income housing project to be constructed by the Morningside Committee on Cooperative Housing.
There are many features about this project that impressed me. To begin with, it is a genuine cooperative and there are in my judgement almost unlimited possibilities for new markets in this field. Secondly, it will be located in a fringe area and will have a democratic policy for the selection of its tenants. Thirdly, every family regardless of race, creed or nationality living on this eight will have legal priority to return to the new buildings when finished. In view of the active interest of the citizens in this community around housing, I think that this is an excellent measure.
It goes without saying that the Urban League of Greater New York is very much interested in increasing the housing supply in this area and we are anxious to see projects constructed that will have non-discriminatory policies.
Very truly yours,
Executive Director

Many prominent organizations and individuals placed themselves on record as supporting the middle-income cooperative.

The Committee unanimously agreed to "request Remedco Corporation to hold available, and advance to the redevelopment company as needed, on a loan basis, 50% of the funds required for purchase of the land, conditional upon the negotiation of a satisfactory agreement with the City and mortgage financing for the project; with the additional understanding that the need for the remaining 50% of the land cost, if not obtained elsewhere, must be recognized as a possible maximum commitment."

The Committee also agreed that "while circumstances did not require legal commitment at that time, the institutions naturally appreciate that sponsorship involves a moral commitment."

The next day the Directors of Remedco met to consider the request of the Morningside Committee on Cooperative Housing. Those present recognized that although limited funds could be provided by institutions for community improvement, they did not possess much risk capital for investment in such a project. Furthermore, while the resources already pledged to Remedco might be made available, it was doubtful whether additional funds could, or would, be provided by some of the institutions. It was decided, therefore, to defer action pending a meeting of the responsible officers of those institutions with stockholders or debenture holders in Remedco, expecting to take part in sponsorship of the housing project.

Morningside Citizens Committee. While these negotiations were proceeding, community agitation continued. To offset this uneasiness, the Morningside Citizens Committee on January 23, 1952, adopted a statement of principles which "applauded the action of all official bodies including Morningside-Manhattanville under the Housing Act of 1949, thus securing for the area both low-cost public housing and middle-income projects." The statement went on to

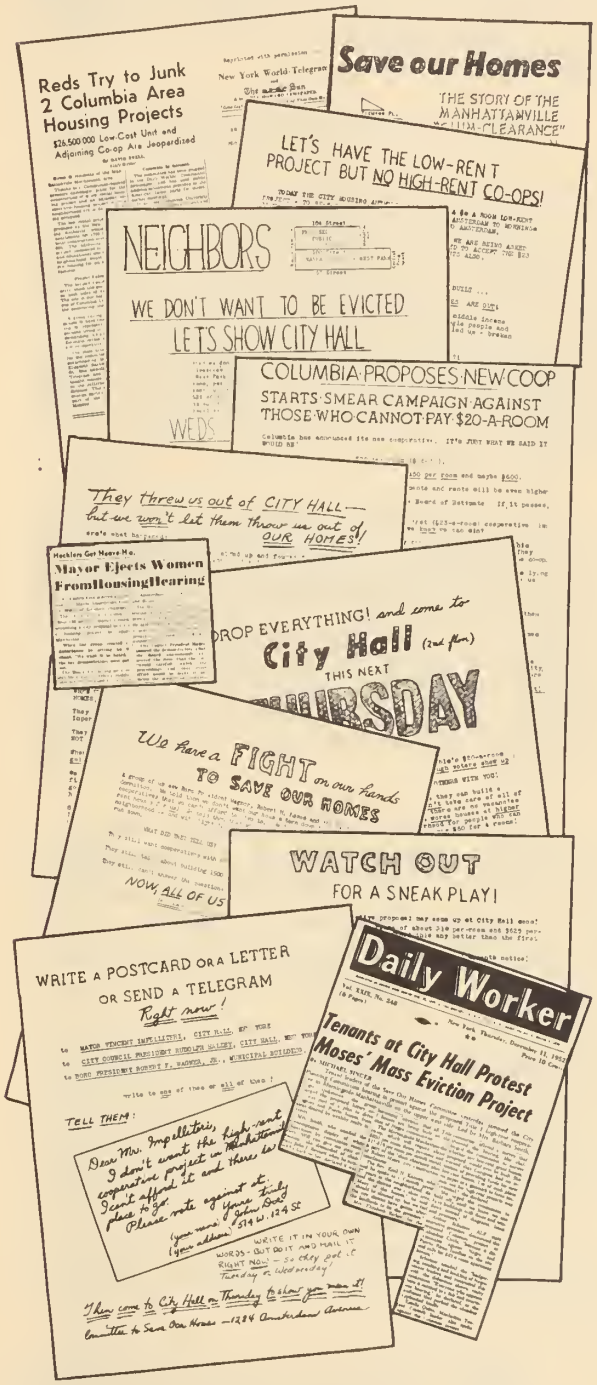
say "we welcome the initiative of nine institutions on Morningside Heights in sponsoring the middle-income project .... We strongly urge the sponsors and the responsible authorities to bend every effort to bring the rental to a range which will include the largest possible number of Morningside Heights residents."

In addition members of the Morningside Citizens Committee had appeared before official city bodies and stood ready to do so again, in favor of the Cooperative project.

In a further effort to dispel the fears in the community, the Morningside Committee on Cooperative Housing authorized, in early March, the publication of a booklet containing information about the projected housing. It was to be distributed to members of each institution. In preparing the booklet, the exact wording of statements on the prices per apartment was given careful consideration. The original estimate had been $660 per room, but information that a somewhat similar project between 97th and 100th Streets would require only $450 gave the Committee pause. A new plan was devised, based on the $450 figure, with the qualification that it was calculated on present assumptions as to construction and operating costs. The Morningside Citizens Committee also prepared to produce a booklet for more generalized distribution.

State Housing Project. In the meantime, Commissioner Herman Stichman of the State Division of Housing, had been examining Morningside-Manhattanville and had expressed interest in providing housing for some part of the area. Taking data from the Morningside-Manhattanville Redevelopment survey, at Commissioner Stichman's request the staff in April, 1952, presented information on five blocks north of 125th Street between Broadway and Amsterdam Avenue.

Resubmission Letter. Meanwhile, the sponsoring institutions had approved a letter to the Mayor's Committee on Slum Clearance Plans for the purpose of resubmitting the cooperative housing project in its revised form. The letter reaffirmed the institutions' interest in sponsoring a project in conformity with the requirements outlined by Mr. Moses, to include partial tax concessions. The institutions also offered interim financing; they were prepared ."severally in


Reds Try to Junk 2 Columbia Area Housing Projects
Save our Homes
THE STORY OF THE MANHATTANVILLE SLUM CLEARANCE"
LET'S HAVE THE LOW-RENT PROJECT BUT NO HIGH-RENT CO-OPS!
NEIGHBORS
WE DON'T WANT TO BE EVICTED
LET'S SHOW CITY HALL
COLUMBIA PROPOSES NEW COOP STARTS SMEAR CAMPAIGN AGAINST THOSE WHO CANNOT PAY $20-A-ROOM
They threw us out of CITY HALL— but we won't let them throw us out of OUR HOMES!
Mayor Ejects Women From Housing Hearing
DROP EVERYTHING! and come to City Hall (2nd flr.) THIS NEXT
We have a FIGHT on our hands TO SAVE OUR HOMES
NOW ALL OF US
WATCH OUT FOR A SNEAK PLAY!
WRITE A POSTCARD OR A LETTER OR SEND A TELEGRAM
Right now!
TELL THEM:
Daily Worker
Tenants at City Hall Protest Moses' Mass Eviction Project

The Save Our Homes Committee and the *Daily Worker* opposed the cooperative bitterly.

proportion to their interests in a corporation which they have organized for real estate purposes (Remedco) to cause that corporation to lend $750,000 to the Redevelopment Company through which the project would be carried out". The letter stated that the project would be a nonprofit cooperative to provide housing for middle-income families. With the tax concessions, charges were expected to be within a $16 to $22 per room per month range. These rates were announced publicly.

The Slum Clearance Committee found the resubmission letter satisfactory and reported to the Morningside Committee on Cooperative Housing on April 3rd, 1952, that the project would be given preliminary consideration at the April 24th meeting of the Board of Estimate. Mr. Moses asked that leading representatives from each institution be present to vouch for their support of the project.

To give added weight to their presentation, the Morningside Committee on Cooperative Housing assembled written endorsements of the project from leading civic organizations and community leaders. These included statements from trade unions, housing and planning agencies, and local political leaders.

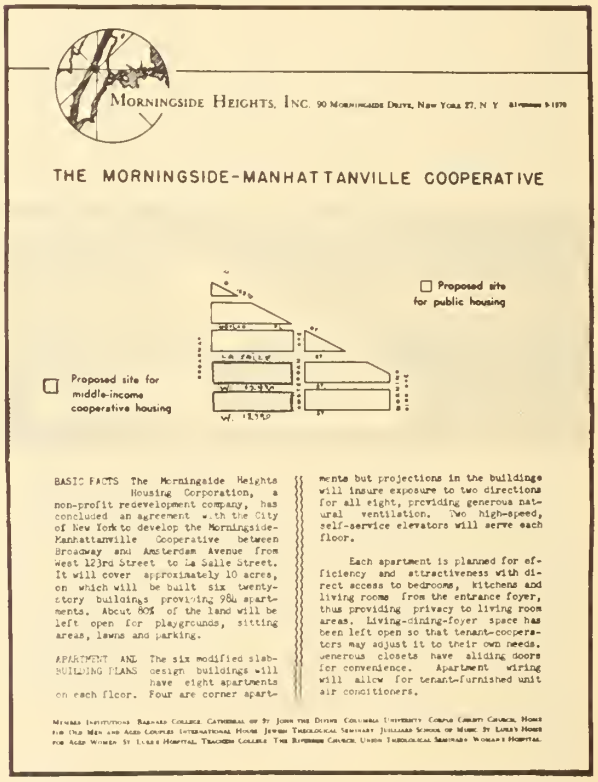
The sponsors, however, were not the only ones preparing for the meeting on the 24th. On April 22nd the Save Our Homes Committee urged General Eisenhower to oppose the project. On the 24th, an estimated 400 local citizens led by the Save Our Homes Committee jammed the Board of Estimate Chamber; The large majority were in opposition to the cooperative project. The sponsors and the Morningside Citizens Committee presented their case for the project; the others theirs against. The Board of Estimate, in consequence of the opposition, laid over consideration until May 8th.

Before the 8th, the Save Our Homes Committee circulated leaflets urging more people to come to City Hall to fight the project. Again more than 100 attended this meeting, with several hundred others milling about outside. In spite of the opposition, the Board of Estimate took action paving the way for construction of the cooperative project.

The opposition complained that low-income houses were not certain to be built. Local plans have been approved for the project but by spring these were endangered by the Congressional threat of a drastic reduction in the number of authorized Federal housing units.

The next step was to be approval of the cooperative project by the City Planning Commission and then a final approval by the Board of Estimate--both to take place the following fall. Various steps were taken to prepare the way for a firm agreement between the City and the sponsoring group. A form of agreement was drafted and sent to Washington for review.

Redevelopment Corporation. A limited dividend corporation was set up under



MORNINGSIDE HEIGHTS, INC. 90 MORNINGSIDE DRIVE, NEW YORK 27, N. Y.

THE MORNINGSIDE-MANHATTANVILLE COOPERATIVE

Proposed site for public housing

Proposed site for middle-income cooperative housing

BASIC FACTS The Morningside Heights Housing Corporation, a non-profit redevelopment company, has concluded an agreement with the City of New York to develop the Morningside-Manhattanville Cooperative between Broadway and Amsterdam Avenue from west 123rd Street to La Salle Street. It will cover approximately 10 acres, on which will be built six twenty-story buildings providing 984 apartments. About 80% of the land will be left open for playgrounds, sitting areas, lawns and parking.

APARTMENT AND BUILDING PLANS The six modified slab-design buildings will have eight apartments on each floor. Four are corner apartments but projections in the buildings will insure exposure to two directions for all eight, providing generous natural ventilation. Two high-speed, self-service elevators will serve each floor.

Each apartment is planned for efficiency and attractiveness with direct access to bedrooms, kitchens and living rooms from the entrance foyer, thus providing privacy to living room areas. Living-dining-foyer space has been left open so that tenant-cooperators may adjust it to their own needs. Generous closets have sliding doors for convenience. Apartment wiring will allow for tenant-furnished unit air conditioners.

NEIGHBORING INSTITUTIONS BARNARD COLLEGE CATHEDRAL OF ST JOHN THE DIVINE COLUMBIA UNIVERSITY CORNELL CHRISTIAN CHURCH, HOME FOR OLD MEN AND AGED COUPLES INTERNATIONAL HOUSE JEWISH THEOLOGICAL SEMINARY JUILLIARD SCHOOL OF MUSIC ST LUKE'S HOME FOR AGED WOMEN ST LUKE'S HOSPITAL TEACHERS COLLEGE THE RIVERSIDE CHURCH UNION THEOLOGICAL SEMINARY WOMAN'S HOSPITAL

First promotion leaflet issued by Morningside Heights Housing Corporation.

the Redevelopment Companies Law of New York State. On June 11th, 1952, the Certificate of Incorporation of the Morningside Heights Housing Corporation was approved. Its Board was to be composed of 15 members: nine representing the nine sponsoring institutions; two to be the President and Executive Director of Morningside Heights, Inc. and the remaining four to be directors-at-large.

The Board of Directors met July 2nd and elected Mrs. Millicent McIntosh, President of Barnard College, to be Chairman of the Board and Mr. Leonard J. Beck to be President of the Corporation. Mr. S.F. Boden was designated Assistant to the President.

In July the Housing Corporation made a request to Remedco Corporation for a loan of $50,000 to carry the project through the final agreement with, and approval by, the City.

Housing and Home Finance Agency. Before the agreement between the new corporation and the City was sent to Washington, the Housing and Home Finance Agency studied the proposal as contained in the official report of the Mayor's Committee on Slum Clearance Plans. The Agency questioned whether or not the proposed project area, except for a limited frontage on LaSalle Street, "could be considered as 'deteriorated or deteriorating'."

Mr. Moses wrote Mr. Rockefeller asking that Morningside Heights, Inc. promptly gather evidence of deterioration to answer the Washington questions.

The Staff in a memorandum presented reaffirming evidence of deterioration in the Morningside-Manhattanville redevelopment area. This was sent to the Mayor's Committee on Slum Clearance Plans, to be forwarded to Washington. The data included age of buildings, land coverage, appraisal of the condition of buildings, and an analysis of population by income groups.

Municipal Hearings. The Washington authorities were satisfied with the material submitted and in early fall the Housing and Home finance Agency approved the project, with the understanding that an adjacent public housing project would be constructed concurrently. The public housing project was authorized by the City Planning Commission on October 29th, but Mr. Orton warned that any curtailment of public housing by Congress would prove an obstacle to the cooperative if such curtailment were to postpone the neighboring project. He also noted that high land costs for the project had aroused concern in Washington.

The City Planning Commission scheduled a public hearing on the cooperative for December 10th, 1952, for approval of the acquisition of the land under Section 72-K of the General Cities Law. At that time the Morningside Heights Housing Corporation presented a complete prospectus of the anticipated charges. The Save our Homes Committee had circularized the neighborhood and again attracted many followers to City Hall. After listening to representatives of both the Save Our Homes Committee and the sponsoring institutions, the City planning Commission closed the hearing. Two days later it approved the use of condemnation for the project.

The cooperative project appeared again on the agenda at the December 23rd meeting of the Planning Commission, and the plan of the project was approved under the Redevelopment Companies Law of the State of New York.

General Grant Houses. On December 19th, the Planning Commission sanctioned a change in the plan for low-income housing increasing the number of rental units from 1,720 to 1,950.

The day before, the Board of Estimate had approved the revised redevelopment plan of the cooperative and the low-income public housing project. Authorization of the public housing project, known as General Grant Houses, made it possible for New York City to

purchase or condemn the land and the existing buildings on the site in order to clear the way for the undertaking. Mr. Moses reported that the Housing Authority could proceed immediately to construct the General Grant Houses inasmuch as the Federal Government had by then put its final stamp of approval on the project.

General Grant Houses is designed to have 1,943 apartments in nine buildings, eight of 21 stories each and one of 14 stories.

The project was scheduled to be built in two sections. Relocation of families in Section I was started in June, 1953, and was completed in March of the following year. A ground-breaking ceremony, at which Mayor Wagner and Mr. Rockefeller spoke, was held on July 14th, 1954. The buildings in Section I are to be ready for occupancy early in 1956.

As of March, 1955, about 200 families remained in Section II. All buildings should be demolished by the summer of 1955 and this section ready for occupancy in 1957.

Community Centers. Morningside Heights, Inc. and the Manhattanville Neighborhood Center (in part sponsored by the same institutions) asked the New York City Housing Authority for suitable community facilities in General Grant Houses. As a result, a center providing facilities for all age levels from pre-school children through old-age groups was provided in the plans for the project, to serve as a focal point for the integration of the new community. Contractual relationships between the City and the Manhattanville Neighborhood Center provide that the latter, as the new Manhattanville Community Centers, Inc., will operate community facilities both in General Grant Houses and in Manhattanville Houses (other public housing to be built to the north).

Final Approval. On January 7th, 1953, the Comptroller issued a certificate of approval of the new redevelopment company. Final approval by the Board of Estimate was granted for the cooperative on January 15th over last-ditch opposition from members of the Save Our Homes Committee. On that occasion Congressman Jacob K. Javits raised doubts about adequate Federal funds being made available for General Grant Houses, on the ground that funds had not yet actually been appropriated by Congress. However, President Truman had signed the contract for the project and the Public Housing Administration had supplied the necessary clearance. It was pointed out that the Federal Government has never been known to default on a contract and it was regarded as highly improbable that it would do so in this case. Nevertheless, in approving the cooperative, the Board of Estimate specified that acquisition of the land could not proceed before similar action for General Grant Houses.

Initial Tenant Subscriptions. As a consequence of the continuing publicity, at least 350 persons had inquired during the previous months about joining the cooperative as tenant-cooperators. To answer the numerous inquiries a booklet had been prepared late in 1952 containing information about the project. Unfortunately, the agreement with the City was as yet unsigned and constant changes in the plan necessitated withdrawal of this booklet, as its data had ceased to be accurate. Another booklet was substituted based on the latest information, but without precise figures as to down payments or charges, as they could not be definitely stipulated at that time.

In April, 1953, the House Appropriations Committee recommended that the public housing program be suspended. Fearing the effect of such curtailment on both General Grant Houses and the cooperative (the two were dependent upon each other under the terms of the Board of Estimate's approval), the Board of Directors of Morningside Heights, Inc. adopted a resolution on April 23rd opposing "those provisions of the Independent Offices Appropriations Bill voted by the

House of Representatives, wiping out the Administration's Housing program, essential if commitments already entered into in good faith between the Federal and municipal governments are not to be repudiated". This resolution was sent to President Eisenhower, with supporting messages to other officials. Considerable pressure throughout the country brought a modification of the legislation. Independent Offices Appropriation Bill was passed with a compromise of 35,000 construction starts for the entire country for the period July, 1953 to July, 1954.

Taking Title. This Congressional action gave the sponsors of the cooperative the green light. Early in June, 1953, the Agreement with the City was concluded. On June 16th, the Morningside Heights Housing Corporation acquired title at public auction to the 10 acres of land for the upset price of $1,302,046.

Site Management, Relocation and Demolition. Before taking title to the site, the Corporation made arrangements for both site management and the handling of relocation of the 2,188 families and roomers living on the site. It seemed most economical to contract with one firm for both of these functions. The Nassau Management Company was selected to handle them. The personnel of this company, particularly its president, had long experience in site management and tenant relocation for the New York City Housing Authority. The arrangements agreed upon called for the job to be done on a cost plus a fixed fee basis.

MORNINGSIDE GARDENS

MORNINGSIDE-MANHATTANVILLE COOPERATIVE

MORNINGSIDE HEIGHTS HOUSING CORPORATION
547 WEST 123rd STREET
NEW YORK 27, N. Y.
MOnument 6-7300

Information pamphlet for anyone interested in applying to the Morningside Gardens Cooperative.

Within a few days after the taking of title to the site, an office was set up at 3100 Broadway, at the corner of 123rd Street. At the same time an office was provided for the City's supervising agency, the Bureau of Real Estate, assigned the responsibility of supervising site operations and relocation.

The project site was divided into three areas and a schedule established for relocation and demolition in each. The published relocation schedule for Area I called for completion August 15th, 1954; Area II, August 15th, 1955, and the final Area, on which no buildings were planned but which is to be the park and play area, was scheduled for final demolition by June 15th, 1956.

Rental income from the site at acquisition was approximately $65,000 per month. The Corporation was entitled to retain and use a portion of the net income for the site for certain project purposes, after specific deductions established in the formula incorporated in the Agreement with the City of New York. One early problem was that of correcting hazardous conditions then existing in the deteriorated or deteriorating buildings, many of which were the subject of violations of long standing. Orders were given to Nassau Management to correct all violations and hazardous conditions which were a menace to health and safety. Repair of conditions which did not constitute a menace to either health or safety was taken care of on an improvised basis, recognizing that the ultimate correction of these conditions was the demolition of the outmoded buildings.

Relocation of the many families living on the proposed site was always recognized as a most serious problem.

The tight housing situation in New York City underlines the difficulties of relocation. In New York, an Agreement between the City and developers of Title I projects requires the developer to assume responsibility for relocation and demolition.

At acquisition, there were 2,188 residential tenants including 1,317 families in apartments. The others were roomers in apartments and in rooming houses. There were 68 commercial tenants, mostly stores, but including seven rooming houses or apartment hotels. At the end of the first year of site operation (June 15th, 1954), 37.9% of the families and roomers in apartments had been relocated. Forty-five of the 68 commercial tenants had moved from the site.

As of March 25th, 1955, only 23.1% or about 305 families and roomers in apartments remained on the site. Only nine commercial tenants including five rooming houses remained. Forty-two buildings had been turned over to the demolishers, leaving 30 partially occupied and awaiting final relocation.

Relocation has proceeded with a minimum of difficulty. The policies outlined by management and adopted by the Board of Directors were effectively applied by Nassau Management Company. After one or two futile attempts to find issues around which to maintain their organization, the Save Our Homes Committee, the opposition disintegrated. An accurate and complete record of all relocations was kept and is a refutation as far as Morningside Gardens is concerned of any general criticism that families on such sites are "lost", or are forced into less desirable housing and worse slum areas.

By March 25th, 1955, site tenants had been offered 1,423 apartments in private housing with rentals under $75 per month and 313 of these accepted. These apartments were secured by paying fees to brokers. At this time, 204 families had moved to public housing, 26 had been assigned and were awaiting a moving date, 53 were awaiting on assignment and 60 had been assigned but then refused to move to the housing provided.

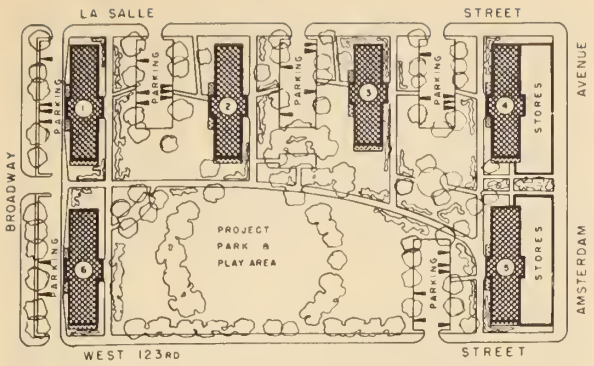
For those who chose to relocate themselves, rather than take one of the offered apartments, the Corporation paid moving expenses and, in most cases, forgave one month's rent.

Demolition of Area I was scheduled to start January 1st, 1954. On January 11th, 1954, in the midst of the only severe blizzard of that winter season, a formal demolition ceremony was held in front of a building at 66 La Salle Street. Speakers included Mrs. Millicent McIntosh, Leonard J. Beck, Father George B. Ford, Dr. Harry Emerson Fosdick, David Rockefeller and Dr. Bernard Segal. There was radio and TV coverage of the event.

Demolition of Area I, carried out under a contract with Wreckers & Excavators, Inc., was finished approximately November 1st, 1954, about six weeks behind schedule. No pressure was put on the contractor to complete the work on schedule, since the Corporation was not prepared to start excavation for the three buildings to be located on the portion of the site being demolished. The 30 buildings located in Area I were torn down and the site properly leveled. The demolition cost was approximately $145,000.

Bids were taken for Area II, the site for the other three buildings, and were opened on December 1st, with demolition initiated in January, 1955, by J. Klotz, Inc. and Lehigh Salvage Corp. This area contained 28 buildings to be demolished.

Manhattanville Houses. While arrangements for demolition on the cooperative site were progressing, The State Division of Housing in February, 1954, presented to the City Planning Commission a plan for a project north of 125th Street. The project, subsequently named Manhattanville Houses, which is to cover



Early provisional site plan, later revised.

five blocks between 129th and 133rd Streets, Amsterdam Avenue and Broadway, and accommodate 1,275 families, was approved by the Board of Estimate in March. Along with the cooperative and General Grant Houses, it would mean the eventual clearance of over 35 acres in the Morningside-Manhattanville area.

Tenant Recruitment and Selection. Of the several functions essential to the development of Morningside Gardens, as the cooperative was by now named, one of the functions which the Corporation itself performed directly was that of tenant recruitment and selection. It was felt that its staff was in a better position to carry out the commitments to the community and the sponsoring institutions than an outside real estate firm. Mrs. Ruth Senior, who had been in charge of field work for the initial redevelopment survey, and had served as head of the Housing Committee of the Morningside Citizens Committee, was retained to take charge of this phase of the project's development.

Two of the ground floor apartments at 547 West 123rd Street on the site were renovated to provide offices for tenant recruitment and selection. The administrative offices of the Corporation were moved from 90 Morningside Drive to this location November 23rd, 1953, after a seven-week interim stay at 3100 Broadway.

Before starting tenant recruitment for the cooperative, cards were sent out by Morningside Heights, Inc., inviting persons interested in a future application to be placed on a mailing list. The returns revealed widespread interest, especially among couples without children, and among all ethnic groups. Later in the spring of 1953, a letter about Morningside Gardens was sent by the sponsoring institutions to their personnel. The interest cards, the letters, and the brochure previously released, brought preliminary inquiries totalling 1,158 by the time the tenant recruitment office was formally opened in October, 1953.

Shortly thereafter, a brochure and covering letter were sent to all site tenants, as well as to the list of those indicating interest. The taking of formal applications was begun on November 23rd, 1953.

At first, applications were open only to the basic list, but by January 1st, 1954, the invitation to apply was extended to the public. By that date, 329 formal applications had been filed.

Newspaper publicity and the demolition ceremonies on January 11th kept applications coming in at a high rate all that month. Site tenants were again reminded of their priority in a letter dated February 8th, 1954, while a few related organizations such as the Morningside Citizens Committee were informed that they too would be given special consideration.

Minor stories appeared in the general press during the year as successive stages of progress were marked, but no paid advertisements were taken nor was any widespread publicity attempted. By the end of 1954, the applications had leveled off. Cancellations came in during the entire period but represented fewer than 15%, and applications remained constantly at more than a thousand. About one-third of these were persons connected with institutions sponsoring the cooperative.

The procedure for applications is, in the main, as follows:

Applicant fills out a preliminary application form and agrees to the terms thereof.

He pays a deposit of $100 plus a $2.50 processing fee. The deposit is refundable upon request.

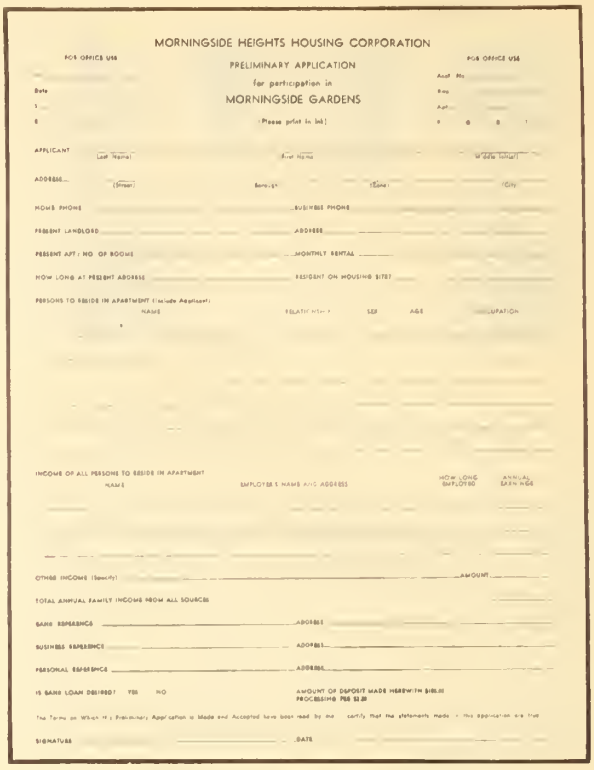
The status of the applicant is then checked for credit, employment, landlord experience and legal record by a commercial credit agency. Upon receipt of a favorable report, the office informs the individual that he is an acceptable applicant.

In order to keep applicants informed of developments and to orient them, a series of bulletins was planned, of which the first three were issued in May and October, 1954, and March, 1955.

Subscriptions to stock are planned to be taken during the first half of 1955, with the first installment of the cooperator's down payment equalling half of his equity investment, tentatively set to average a total of about $675 per rental room. The remainder will be payable when construction begins on the building selected.

Each twenty-one story building contains eight apartments per story with some professional apartments on the ground floors, and stores on the east side of the two buildings facing Amsterdam Avenue. A monthly cost range for apartments has been tentatively fixed with the carrying charge varying according to height, exposure, and size of apartment.

Apartment selection is at the cooperator's option. Priorities for admission to the project are determined by law for former site residents and, by Corporation policy, for persons employed in or affiliated with sponsoring organizations, and also for others employed or resident in the community. The actual lease is signed at the time of occupancy, which, for the first buildings is scheduled for 1956.



MORNINGSIDE HEIGHTS HOUSING CORPORATION

PRELIMINARY APPLICATION

for participation in

MORNINGSIDE GARDENS

(Please print in ink)

APPLICANT (Last Name) (First Name) (Middle Initial)

ADDRESS (Street) (Zone) (City)

HOME PHONE BUSINESS PHONE

PRESENT LANDLORD ADDRESS

PRESENT APT.: NO. OF ROOMS MONTHLY RENTAL

HOW LONG AT PRESENT ADDRESS RESIDENT ON HOUSING SITE?

PERSONS TO RESIDE IN APARTMENT (Include Applicant)

NAME RELATIONSHIP SEX AGE OCCUPATION

INCOME OF ALL PERSONS TO RESIDE IN APARTMENT

NAME EMPLOYER'S NAME AND ADDRESS HOW LONG EMPLOYED ANNUAL EARNINGS

OTHER INCOME (Specify) AMOUNT

TOTAL ANNUAL FAMILY INCOME FROM ALL SOURCES

BANK REFERENCE ADDRESS

BUSINESS REFERENCE ADDRESS

PERSONAL REFERENCE ADDRESS

IS BANK LOAN DESIRED? YES NO AMOUNT OF DEPOSIT MADE HEREWITH $100.00
PROCESSING FEE $2.50

The Terms on Which this Preliminary Application is Made and Accepted have been read by me. I certify that the statements made in this application are true

SIGNATURE DATE

Application blank for Morningside Gardens.

Accountants, Lawyers and Architects. With the establishment of the Housing Corporation, some of the commitments and actions of the informal group—the Morningside Committee on Cooperative Housing—which preceded it, had to be ratified or reaffirmed. The accounting firm of Apfel and Englander, which has had wide experience in this field, and which had been handling the limited accounting needs of the Committee, was officially made the accountant for the project.

Similarly, the firm of Milbank, Tweed, Hope & Hadley was confirmed as counsel for the Corporation. A contract was negotiated with the architectural firm of Harrison and Abramovitz to continue its work.

Bids. Because of the corporation's concern with the ultimate cost of the project, specifications were drawn for the preliminary plans so bids could be taken from them. Eight firms submitted bids. The figures tended to confirm the original cost estimates, and subsequently all financial plans used the

average for the five lowest bids as the construction cost, to which was added a 10% contingency reserve. The time required for relocation and demolition, and the delay in completing the financing of the project, resulted in the expiration of the time limits before an award was made.

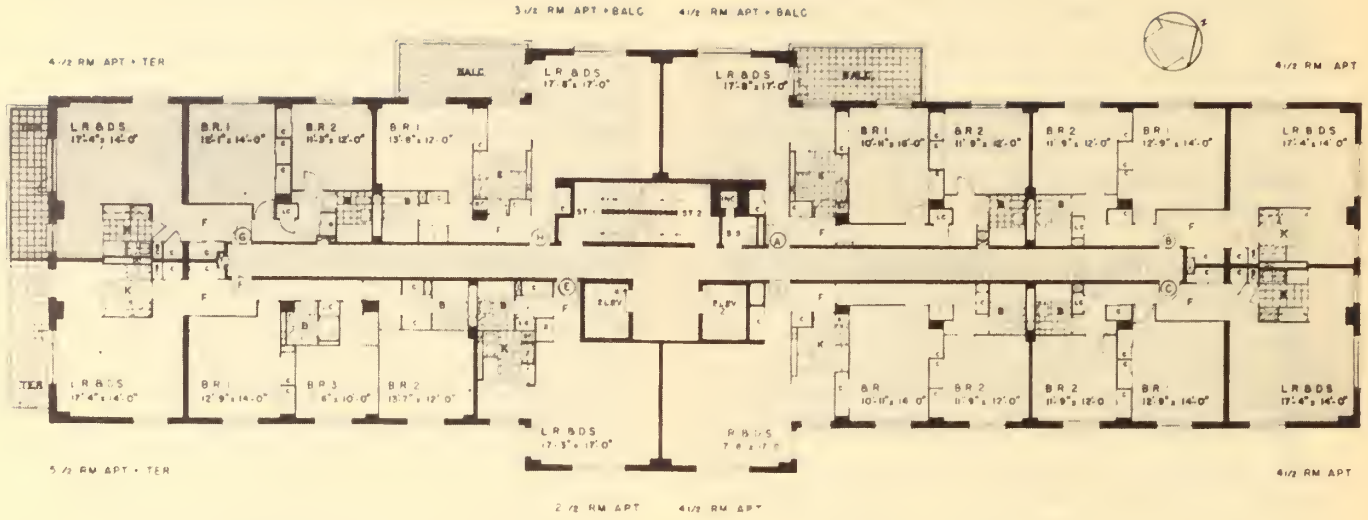
Building Plans. Meanwhile, certain changes were made in the plans, partly as a result of a series of design conferences at which members of the Executive Committee sat with the staff and the architects as an overall committee on planning, and partly as a result of the Federal Housing Administration criticisms of the plan. Modifications of the plans as submitted for bid were developed.

Completion of the final plans was delayed somewhat by the mortgage financing and later by changes in the site plan. Completed plans were submitted by the architects on February 21st, 1955.

Parking. The Federal Housing Administration had indicated a strong wish, if not a direct requirement, that the Corporation provide for indoor parking. Several of the institutions sponsoring the project had indicated a willingness to lease any indoor parking space that was available but not used by the tenant-owners. The IRT subway emerging as an elevated at 123rd Street and Broadway had always constituted something of a problem as far as the site plan was concerned. As a result, studies were made to see whether a garage could be built on the Broadway frontage. Of several schemes suggested, a modification of one proposed by the staff was developed and approved in principle by the Board of Directors at its meeting November 23rd, 1954. This calls for a two-story garage with roof parking, with entrances to the ground floor at LaSalle Street, the second floor at what is now Broadway and 124th Street, and to the roof at 123rd Street. The incline of Broadway serves, in effect, as a ramp for the three levels of the garage.

Site Plan. The two buildings originally planned to be placed directly along Broadway could by now be moved approximately 40 feet back from the street because of changes in the State Multiple Dwelling Law and the New York City zoning resolution. The original Multiple Dwelling Law did not contemplate large-scale projects of low land coverage, and its provisions limited the placement of the buildings somewhat arbitrarily. The architects felt the need for greater freedom in this respect. Late in 1952, Mr. Rockefeller conferred with Senator MacNeil Mitchell and Assemblyman Lama, Chairman and Vice-Chairman of the Joint Legislative Committee on Housing and Multiple Dwellings, who indicated a willingness to study the problem and, if practical, submit an amendment to the law. This was done and enacted by the legislature. Unfortunately, the Governor found that the specific wording of the bill was unacceptable and vetoed it. The memorandum signed by Governor Dewey in vetoing the bill concluded with this paragraph: "There would be little objection to that part of the bill amending Section 26 so as to permit alternative methods of determining maximum building heights but the provision which would nullify local zoning ordinance provisions in relation to height of multiple dwellings which are more restrictive than the Multiple Dwelling Law makes the bill seriously defective. The bill is disapproved."

In spite of this setback the Corporation felt suitable amendments should be reintroduced. The amendments were vitally important because they would permit the Corporation to acquire a 40 to 50 foot strip of LaSalle Street, which was originally a part of the project site and included in the price paid by the Corporation. This land had been only provisionally included in the Agreement as part of the site, subject to change in the Multiple Dwelling Law. Senator Mitchell agreed to reintroduce legislation, and on February 25th, 1954, word was received from him that the State Senate had passed the bill; and on March 1st the Assembly passed it, and



Typical floor plan, Morningside Gardens.

it was subsequently signed by the Governor. This legislation, however, was not all that was necessary, since it required action by the New York City Planning Commission to effect comparable changes in the City's zoning law. These changes were duly initiated and approved by the appropriate city agencies.

Financing. The first negotiations for mortgage funds, outside of early exploratory talks, occurred very early in 1953. To counter inflationary trends, a sound money policy had been adopted by the new administration in Washington, firming interest rates and "tightening" mortgage money. A large life insurance company domiciled in New York considered unfavorably an application for a conventional loan. On February 10th, 1954, this insurance company did, however, make a formal commitment to take the mortgage with Federal Housing Administration insurance. Because of the limitations on the amount which might be borrowed through FHA, a separate mortgage on the land was to have been handled conventionally. This followed a pattern of builder-sponsored "213" cooperatives, those financed under Section 213 of the Housing Act of 1949 with FHA insurance. Under this arrangement, a separate corporation would have been set up to hold the land, which would have leased it to the Morningside Heights Housing Corporation. Through this device, it would be possible to provide adequate financing in spite of the prevailing limitations on total and per unit borrowing under FHA. The letter of commitment from the lending institution also indicated a willingness to commit on a fee simple basis, should Section 207 — the rental section of FHA — be used, or should Section 213 be so amended as to provide less restrictive limits on financing. Efforts which had been initiated by the Executive Vice President of the Corporation to obtain amendments about four years earlier to the FHA legislation to permit higher mortgage limits for high-rise elevator apartments of fireproof construction were continued in the hope of being able to take advantage of such a commitment.

Several trips were made to Washington to this end. Finally, in the 82nd Congress, Congressman Jacob K. Javits included these provisions in his housing bill. They were not then enacted into law. The Administration included the provisions, somewhat modified, in the Housing Bill presented to the 83rd Congress, and in the closing days of the session they were enacted into law. The Corporation was thus in a position, if it

cared to, to turn to FHA financing without resorting to the "leasehold" device.

Meanwhile, the Corporation had engaged as President Mr. F. Donald Richart, formerly Vice President of the Bowery Savings Bank, and Mr. Richart continued the negotiations to secure conventional financing. It was his plan to enlist the support of the mutual savings banks of Manhattan. On March 26th, 1954, the Bowery Savings Bank had issued a commitment indicating a willingness to take $5,500,000 of the proposed $11,400,000 mortgage (this was later on Nov. 17, 1954, increased to $7,000,000), but included a number of conditions, one of which would require modification of the Agreement with the City. A provision of the Agreement required the Corporation to keep rentals at an average not to exceed $21 per rental room per month. It further provided that any increase in this rental ceiling, required to meet costs of operation, must be granted by the Board of Estimate. It also provided for judicial review, if the Board of Estimate failed to give such consent, should the Corporation not be earning 6% on the investment.

Negotiations for modification of the Agreement were instituted, and counsel respectively for the Mayor's Committee on Slum Clearance, the Corporation, and the lending institution agreed on the wording for a revision. This change was presented to the Board of Estimate at its executive session December 1st, 1954, but action was deferred. Meanwhile, a number of savings banks in Manhattan which had indicated their willingness to participate with the Bowery Savings Bank in financing the project renewed their interest on the basis of improved terms. The original commitment called for 4½% interest and a 30-year term. As a result of further negotiation the terms were modified to 4-1/8% interest and a 40-year term, with the understanding that at least one-half of the mortage would be amortized in 25 years. The comparable terms for FHA financing were 4-1/4% interest, forty-year term, but the mortgage was subject to the usual ½% FHA insurance premium.

On February 27th, 1955, the Board of Estimate approved an amendment to the Agreement which provided that in the event of foreclosure the Comptroller rather than the Board of Estimate would be responsible for the regulation of the rental (carrying charge) limits.

This action cleared the way for the consummation of the mortgage financing arrangements previously outlined. As this chronological account of the events leading up to the redevelopment of the Morningside-Manhattanville area goes to press, an early groundbreaking for the Morningside Gardens project is in prospect with the structures of General Grant Houses already rising close by.

The actual construction of these buildings, and those of Manhattanville Houses to the north, their occupancy and their integration into the surrounding community remain as future chapters in the story of redevelopment of one community in a great city.

"Morningside-Manhattanville Rebuilds" is the result of the work of a great many people, many of them not mentioned in this text. The entire staffs of Morningside Heights, Inc. and of the Morningside Heights Housing Corporation as well as their governing bodies, all listed on the last page, have contributed individually and collectively to whatever success has been achieved. The Manhattanville Community Centers, Inc. has been an integral part of this redevelopment operation, particularly through the use of its field facilities, under the leadership of Mr. Clyde Murray, its executive director, and with the staff assistance of Mr. Milton Lebowitz as community organizer. Latter stages of the Morningside Gardens project are the primary responsibility of the Morningside Heights Housing Corporation and its staff has generously assisted in the preparation of this account of its activities.

APPENDIX A

CHRONOLOGY

1947	
July 1	Morningside Heights, Inc. organized.
1948	
June 23	Consideration of over-all redevelopment of the area; Executive Committee, Morningside Heights, Inc.
October 18	Consideration of rebuilding in northern and southern sectors; Executive Committee, Morningside Heights, Inc.
1949	
January-February	Discussions of public housing for the area.
May 19	New York City Housing Authority added to its future program a large public housing project for Morningside-Manhattanville.
June-August	Survey, "Housing Demand of Personnel Employed by the Institutions Located on Morningside Heights," Morningside Heights, Inc.
June 29	City Planning Commission included a portion of the Morningside area in its "Master Plan for Clearance, Redevelopment and Low-Rent Housing," and listed the Morningside public housing project in its 1951-55 Capital program.
July 15	Enactment of the Housing Act of 1949.
October 18	Incorporation of Remedco as a real estate corporation by member institutions of Morningside Heights, Inc.
November	Housing Authority defined project for "Morningside Area, 1,650 dwelling units, cost $19,200,000."
November	Mayor's Committee on Slum Clearance Plans selected Morningside-Manhattanville for improvement by private capital under Title I of Housing Act of 1949.
December 19	Morningside Heights, Inc. staff authorized to include Manhattanville north of 125th Street in its studies for redevelopment.
1950	
March	Results of survey published, "Housing Demand of Personnel Employed by the Institutions Located on Morningside Heights," Morningside Heights, Inc.
March	Morningside-Manhattanville Redevelopment Survey office opened in Manhattanville Neighborhood Center

May 1	First meeting of Community Advisory Committee for Morningside-Manhattanville Redevelopment
June 23	Morningside Heights, Inc agreed to explore possibilities of sponsoring a middle-income housing project between 123rd and LaSalle Streets, Broadway to Amsterdam Avenue.
July	Field work for Morningside-Manhattanville Redevelopment Survey.
August 6	"Community at Work," New York Times Magazine, by Gertrude Samuels; major publicity.
November	S. F. Boden, Executive Director of the Committee on Cooperative Housing, presented proposal for a cooperative housing project for the area.
November 16	Morningside Heights, Inc. approved in principle joint institutional sponsorship of cooperative housing.

1951

January 11	First meeting of the Morningside Committee on Cooperative Housing
February	Mayor's Committee on Slum Clearance Plans approved area for development of a cooperative housing project.
March-April	Data furnished to Mayor's Committee on Slum Clearance Plans for official report on Morningside-Manhattanville.
June 28	Leaders of nine Morningside Heights institutions wrote Mr. Moses of "their interest in developing a cooperative housing project."
June	Tax concessions for cooperative project abandoned.
October 1	Public announcement of Morningside-Manhattanville redevelopment by Mayor's Committee on Slum Clearance Plans; "official" and "popular" reports issued.
October 5	Official report on project submitted to Board of Estimate which referred it to City Planning Commission.
October 15	Save Our Homes Committee organized to oppose cooperative.
October 17	City Planning Commission approved the general plan for the project as embodied in the official report.
October 25	Plan considered by the Board of Estimate and laid over until November 15th.
November 8	Sponsors and opponents of cooperative housing project conferred with Borough President Wagner.
November 12	Official announcement of the public housing project gave exact boundaries.

November 15	Board of Estimate laid over consideration of the cooperative housing project without date.
December	Sponsors decided to revert to request for tax concessions in order to reduce rents and down payments.
1952	
January 16	Morningside Committee on Cooperative Housing requested Remedco Corporation to finance purchase of land for the cooperative.
January 23	Morningside Citizens Committee issued statement supporting the cooperative project.
March 17	Interest of nine institutions in sponsoring a cooperative project with partial tax concessions reaffirmed.
March	Endorsements of the project received from 28 national, state and local organizations and individuals.
April	Morningside Heights, Inc. presented data on blocks north of 125th Street for consideration of a low-income project in that area.
April 24	Board of Estimate laid over preliminary approval of the cooperative project until May 8th.
May 8	Board of Estimate gave initial approval to the cooperative project.
June 11	Morningside Heights Housing Corporation, a limited dividend corporation under the Redevelopment Companies law of New York State, was incorporated.
September	Housing and Home Finance Agency approved the cooperative project on condition that the adjacent public housing project be constructed concurrently.
October 29	City Planning Commission approved low-income housing project.
December 10	City Planning Commission approved use of condemnation for the cooperative project.
December 18	Board of Estimate approved the revised redevelopment plan for the cooperative and authorized New York City to condemn the land for the low-income project.
December 19	City Planning Commission approved an amendment to the low-income project (General Grant Houses) increasing units from 1,720 to 1,950.
December 23	City Planning Commission approved the cooperative project under the Redevelopment Companies Law of New York State.
1953	
January 15	Board of Estimate gave final approval to the cooperative project speci-

	fying that acquisition of land must proceed concurrently with that for General Grant Houses.
June	Agreement between the City and the Housing Corporation signed.
June	Relocation of tenants in Area I, General Grant Houses, started.
June	Nassau Management Company selected to handle site management and relocation of cooperative project.
June 15	Morningside Heights Housing Corporation acquired title to the 10-acre site at auction.
July	Relocation began on cooperative project site.
October	Tenant recruitment office opened on site of cooperative project.
1954	
January 11	Demolition of Area I of the cooperative (Morningside Gardens) started.
February	City Planning Commission approved a State Housing project, "Manhattanville Houses", for the blocks between 129th and 133rd Streets, Amsterdam Avenue to Broadway.
March	Board of Estimate approved Manhattanville Houses.
March	Relocation of Section I of General Grant Houses completed.
March	Amendment to the Multiple Dwelling Law permitting flexibility in location of buildings in large scale projects enacted.
July 14	Ground-breaking ceremonies at General Grant Houses.
November 1	Demolition of Area I of Morningside Gardens completed.
November 23	Two-story garage added to Morningside Gardens plan.
1955	
January	Demolition of Area II of Morningside Gardens started.
February 1	Final plans for Morningside Gardens submitted by architects, Harrison and Abramovitz.
February 27	Board of Estimate approved amendment to the Agreement between the Housing corporation and the City, clearing way for conventional financing.

APPENDIX B

SOURCE MATERIAL

1. Graphic Index; maps, diagrams and other graphics; Morningside Heights, Inc., 1947 to date.

2. "School Needs and Resources of Morningside Heights;" Morningside Heights, Inc., Columbia University and Teachers College, April 30, 1948.

3. Minutes, Executive Committee, Morningside Heights, Inc., June 23, 1948 to date.

4. Minutes, Board of Directors, Morningside Heights, Inc., November 23, 1948 to date.

5. "Some Facts about the Population of Morningside Heights;" Morningside Heights, Inc., Columbia University and Teachers College, December, 1948.

6. Survey Materials (questionnaires, tabulations), Institutional Housing Survey; Morningside Heights, Inc., April to June, 1949.

7. Morningside-Manhattanville Model, three-dimensional representation of Morningside-Manhattanville area and descriptive leaflet; Morningside Heights, Inc., begun 1949, revised 1950.

8. "Housing Demand of Personnel Employed by the Institutions on Morningside Heights;" Morningside Heights, Inc., survey conducted June to September, 1949; published March, 1950.

9. Public Law 171, 81st Congress, "Housing Act of 1949," July 15, 1949.

10. New York City Planning Commission Calendars; June, 1949; October 17, 1951; October 29, 1952; December 10, 1952; December 19, 1952; December 23, 1952.

11. Survey Materials (pre-tests, publicity, interviews, manuals, questionnaires, etc.), Morningside-Manhattanville Redevelopment Survey, March to September, 1950; Morningside Heights, Inc.

12. Public Law 475, 81st Congress, "Housing Act of 1950," April 20, 1950.

13. News clippings on Morningside-Manhattanville Redevelopment, May 25, 1950, to date.

14. Minutes, Community Advisory Committee, Morningside-Manhattanville Redevelopment, May 1, 1950 to June 26, 1951.

15. "Community At Work : A Lesson For Others", Gertrude Samuels, The New York Times Magazine, August 6, 1950.

16. Minutes, the Morningside Committee on Cooperative Housing, January 11, 1951 to date.

17. Official Report on Morningside-Manhattanville Redevelopment; Mayor's Committee on Slum Clearance Plans, September, 1951.

18. "A Report to the People from the Community Advisory Committee," Morningside-Manhattanville Redevelopment, October 1, 1951.

19. Board of Estimate Calendars; October 5, 1951; October 25, 1951; November 15, 1951; April 24, 1952; May 8, 1952; December 18, 1952; January 15, 1953; March, 1954; February 27, 1955.

20. Files concerning Save Our Homes Committee; Morningside Heights, Inc., October, 1951 to February, 1953.

21. Application of New York City Housing Authority to City Planning Commission for approval of "Plan and Project" for General Grant Houses, December 2, 1952.

22. "New Housing Plans for Morningside-Manhattanville," information leaflet; Morningside-Heights, Inc., March, 1952.

23. "New Homes for Old," information leaflet; Morningside Citizens Committee, March, 1952.

24. "Statements in Support of Morningside-Manhattanville Redevelopment;" letters, April, 1952.

25. Documents, Forms and Agreements; Morningside Heights Housing Corporation files, June, 1952 to date.

26. "Morningside-Manhattanville Cooperative," information leaflet; Morningside Heights, Inc., and Morningside Heights Housing Corporation, 1953.

27. "Morningside-Manhattanville;" American City Magazine, Margaret B. Bartlett, May, 1953.

28. "Morningside Gardens," information leaflet; Morningside Heights Housing Corporation, November, 1953.

29. Application of the New York City Housing Authority to City planning Commission for approval of "Plan and Project" for Old Broadway Area (Manhattanville Houses), February 1, 1954.

30. Public Law 560, 83rd Congress, "Housing Act of 1954," August 2, 1954.

31. Morningside Gardens bulletins; Morningside Heights Housing Corporation, May and October, 1954, March, 1955.

Three bulletins sent to preliminary applicants for Morningside Gardens.

MORNINGSIDE HEIGHTS HOUSING CORPORATION

317 West 123rd Street, New York 27, New York

Officers

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John F. Morgan, *Vice President*
S. F. Boden, *Executive Vice President*
Thad L. Hungate, *Secretary*
Russell L. Reed, *Asst. Secretary*
William H. Lane, Jr., *Treasurer*
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David Rockefeller

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Anne Kennard, *Tenant Selection*
Willard Keefe, *Public Relations*
Marian B. Marquis, *Secretarial*

Sponsoring Institutions

Barnard College, Columbia University, Corpus Christi Church, International House, Jewish Theological Seminary, Juilliard School of Music, Teachers College, The Riverside Church, Union Theological Seminary.

MORNINGSIDE HEIGHTS, INC.

90 Morningside Drive, New York 27, New York

Officers

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Arthur Oppenheimer, *Vice President*
Grayson L. Kirk, *Vice President*
F. Huntington Babcock, *Secretary*
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Lewis Yablonsky, *Crime Prevention*
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Carol A. Carlson, *Secretarial*

Member Institutions

Barnard College, Cathedral of St. John the Divine, Columbia University, Corpus Christi Church, Home for Old Men and Aged Couples, International House, Jewish Theological Seminary, Juilliard School of Music, St. Luke's Home for Aged Women, St. Luke's Hospital (including Woman's Hospital Division), Teachers College, The Riverside Church, Union Theological Seminary.

Report issued May, 1955; design and production by B. M. Weinberg.

COMPLIMENTS OF
RENEWAL INFORMATION SERVICE

Low-income Public Housing